Equal Employment Opportunity Plan
January 1, 2014 – December 31, 2014

Office for Equity and Diversity
East Carolina University
Old Cafeteria Complex
Suite G-406
Greenville, North Carolina 27858
Phone: 252-328-6804
## SECTION 1

### POLICY STATEMENTS

<table>
<thead>
<tr>
<th>Policy Statement</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-Discrimination Policy</td>
<td>6</td>
</tr>
<tr>
<td>Sexual Orientation Policy</td>
<td>7</td>
</tr>
<tr>
<td>Religious Accommodation Policy</td>
<td>8</td>
</tr>
<tr>
<td>Affirmative Action for Veterans Policy</td>
<td>9</td>
</tr>
<tr>
<td>Affirmative Action for Employees with Disabilities</td>
<td>10</td>
</tr>
</tbody>
</table>

## SECTION 2

### ASSIGNMENTS OF RESPONSIBILITY AND ACCOUNTABILITY

Duties of the Associate Provost for Equity and Diversity

## SECTION 3

### DISSEMINATION OF THE EQUAL EMPLOYMENT OPPORTUNITY PLAN

Internal Dissemination

External Dissemination

## SECTION 4

### WORKFORCE ANALYSIS

Organization of the University

Categories of Employees

Workforce Array

Lines of Progression

## SECTION 5

### EQUAL EMPLOYMENT OPPORTUNITY PROGRAM

Affirmative Action and Equal Employment Opportunity at ECU

Federal Laws

State Laws and UNC System Policy

East Carolina University Policies and Procedures

Recruitment, Selection and Performance Appraisal

## SECTION 6

### UNLAWFUL WORKPLACE HARASSMENT PREVENTION STRATEGIES

East Carolina University Policy Statement

Definitions:

Administration of the Unlawful Workplace Harassment Policy and Prevention Strategies

Objectives and Time Table

Responsibility for Implementation
DISSEMINATION OF POLICY 44
TRAINING AND OTHER METHODS TO PREVENT UNLAWFUL WORKPLACE HARASSMENT 44
INTERNAL GRIEVANCE PROCEDURES FOR COMPLAINTS OF UNLAWFUL WORKPLACE HARASSMENT 44
PROCEDURES FOR REPORTING UNLAWFUL WORKPLACE HARASSMENT FOR SPA EMPLOYEES 44
DISCIPLINARY POLICY AND PROCEDURES 44
ADMINISTRATION OF THE SEXUAL HARASSMENT POLICY 45
ADMINISTRATION OF THE REGULATION ON RESPONDING TO COMPLAINTS OF SEXUAL HARASSMENT, SEXUAL MISCONDUCT AND/OR DISCRIMINATION ON THE BASIS OF SEX 45
ADMINISTRATION OF THE RACIAL AND ETHNIC HARASSMENT POLICY 45
ADMINISTRATION OF THE BOARD OF GOVERNORS OF THE UNIVERSITY OF NORTH CAROLINA POLICY CONCERNING IMPROPER RELATIONS BETWEEN STUDENTS AND EMPLOYEES 46
ADMINISTRATION OF THE NOTICE OF NONDISCRIMINATION POLICY 46
ADMINISTRATION OF THE SEXUAL ORIENTATION POLICY 46
ADMINISTRATION OF THE RELIGIOUS ACCOMMODATIONS REGULATION 46
PROCEDURES FOR REPORTING HARASSMENT OR DISCRIMINATION BASED ON AN EAST CAROLINA UNIVERSITY PROTECTED CLASS FILED BY AN EAST CAROLINA UNIVERSITY SPA STAFF MEMBER 46
PROCEDURES FOR REPORTING HARASSMENT OR DISCRIMINATION BASED ON AN EAST CAROLINA UNIVERSITY PROTECTED CLASS AGAINST AN EAST CAROLINA UNIVERSITY SPA STAFF MEMBER 46
PROCEDURES FOR REPORTING HARASSMENT OR DISCRIMINATION BASED ON AN EAST CAROLINA UNIVERSITY PROTECTED CLASS AGAINST EAST CAROLINA UNIVERSITY STUDENTS 46
PROCEDURES FOR REPORTING HARASSMENT OR DISCRIMINATION BASED ON AN EAST CAROLINA UNIVERSITY PROTECTED CLASS AGAINST AN EAST CAROLINA UNIVERSITY FACULTY MEMBER 47
PROCEDURES FOR REPORTING HARASSMENT OR DISCRIMINATION BASED ON AN ECU PROTECTED CLASS AGAINST A CSS OR EPA NON-FACULTY EMPLOYEE 47
RIGHTS AND RESPONSIBILITIES OF THE RESPONDENT 49
CONSULTATION AND ASSISTANCE 49

SECTION 7 51

REDUCTION IN FORCE GUIDELINES 51

SECTION 8 52

JOB GROUP ANALYSIS 52
EPA EMPLOYEES 52
SPA/CSS EMPLOYEES 54
AVAILABILITY ANALYSIS 55
SOURCES OF AVAILABILITY DATA FOR TWO-FACTOR ANALYSIS 57
UTILIZATION ANALYSIS 57
GOALS 58
IDENTIFICATION AND CORRECTION OF PROBLEM AREAS 60
APPENDICES

Unlawful Workplace Harassment Policy
Sexual Harassment, Discrimination, and Conflicts of Interest Policies and Procedures
Responding to Complaints of Sexual Harassment, Sexual Misconduct and/or Discrimination on the Basis of Sex Interim Regulation
Improper Relations Between Students and Employees Policy
Equal Opportunity / Affirmative Action Policy
Racial and Ethnic Harassment Policy
Disability Accommodation Grievance Procedures
Sexual Orientation Policy
Notice of Nondiscrimination
Religious Accommodations Interim Regulation
EPA Recruitment Compliance Review Process Interim Standard Operating Practice
University Organizational Chart
Policy Statements

Non-Discrimination Policy

It is the policy of the State of North Carolina, to provide equal opportunity in employment for all qualified persons, and to prohibit discrimination in employment because of race, color, religion, sex, national origin, age, political affiliation, veterans’ status, genetic information, or disability.

Consistent with the policy of the State of North Carolina, East Carolina University reaffirms that it has been, and will continue to be, the policy of this University to be an equal opportunity employer. East Carolina University is committed to equality of educational opportunity and prohibits discrimination against students, applicants, employees, or visitors based on race/ethnicity, color, creed, genetic information, national origin, religion, sex, sexual orientation, age, disability, political affiliation, or veterans’ status. [Any individual alleging discrimination based on sexual orientation cannot grieve beyond the University’s internal grievance process (except complaints administered through the Student Conduct Process, which allows appeal to the UNC Board of Governors if sanction includes expulsion). An individual alleging discrimination based on creed cannot grieve beyond the University’s internal grievance process (except complaints administered through the ECU Faculty Manual, Part XII, Section IV, which allows appeal to the UNC Board of Governors if sanctions include a serious sanction; and complaints administered through the Student Conduct Process, which also allows appeals to the UNC Board of Governors if sanction includes expulsion).] In keeping with this policy, and to further the principle of equal opportunity, all other personnel matters such as recruitment, selection, hiring, promotion, compensation, performance appraisal, disciplinary, benefits, transfers, separations, reduction in force, grievance procedures, company-sponsored training, education, tuition assistance, and social and recreational programs will also continue to be administered in accordance with this policy.

East Carolina University supports the protections available to members of its community under all applicable federal laws, including Titles VI and VII of the Civil Rights Act of 1964, as amended; Title IX of the Education Amendments of 1972; Section 799A and 845 of the Public Health Service Act; the Equal Pay Act of 1963, as amended; the Age Discrimination in Employment Act of 1967, as amended; the Rehabilitation Act of 1973, as amended; the Pregnancy Discrimination Act of 1978; the Civil Rights Restoration Act of 1988, the Vietnam Era Veteran's Readjustment Assistance Act of 1974; the Civil Rights Act of 1991 and the Americans with Disabilities Act of 1990, as amended; Title II of the Genetic Information Non-discrimination Act of 2008; Executive Order 11246, as amended; the N.C. General Statutes Section 126-16, as amended; and other applicable federal and state laws.
The University’s policy is also consistent with the Code of the University of North Carolina, Section 103.

In compliance with Section 504 of the Rehabilitation Act of 1973, as amended, and the Americans with Disabilities Act of 1990, as amended, accommodations of the disabled extend to student programs, employment practices, elimination of physical barriers, and special assistance to disabled students and employees within the University. The University will provide reasonable accommodations for applicants and/or employees with a documented disability as defined by the ADA when doing so will enable them to successfully perform job duties or benefit from training.

The University will not harass, intimidate, threaten, coerce, or discriminate against employees or applicants for employment who make a charge of employment discrimination, testify, assist, or participate in any manner in a hearing, proceeding, or investigation of employment discrimination, oppose an illegal act, or exercise any other right. In keeping with this policy the University also prohibits sexual and racial harassment of students, faculty, and staff.

The Chancellor of East Carolina University fully endorses and supports this policy and, along with line administrators, is responsible for implementation of this policy. Vice Chancellors, Deans, Department Chairpersons, principal administrative directors, supervisors, and managers are also responsible for assisting the Chancellor in implementing these policies. They will assure that decisions involving recruitment, selection, appointment, and promotion of faculty and staff at all levels are made in a non-discriminatory manner and in accordance with the goals of the ECU Equal Employment Opportunity Plan.

The monitorial and evaluative aspects of the Equal Employment Opportunity Plan are the responsibilities of the Office for Equity and Diversity. The Chancellor has appointed Ms. LaKesha Alston, Associate Provost for Equity and Diversity, Title IX Coordinator and ADA/Section 504 Compliance Officer, to coordinate all aspects of the ECU Equal Employment Opportunity Plan, initiate programs to assist in reaching the goals of the ECU Equal Employment Opportunity Plan, maintain a record system, identify problem areas, monitor progress, and assist faculty, staff, and students to resolve problems. Any member of the University community with concerns or questions is encouraged to direct them to the Associate Provost or to the appropriate administrators in the Office for Equity and Diversity.

_________________________________________  _______________________  
Steve Ballard, Chancellor  Date
East Carolina University

Sexual Orientation Policy

East Carolina University is committed to a policy of nondiscrimination and equal opportunity that extends to all members of the University community. All persons are treated equally and in a non-discriminatory manner in University programs and activities, recruitment, admissions, and employment practices. Any educational and employment decisions should be based on an individual’s skills and abilities and should not be based on factors or personal characteristics that are unrelated to academic abilities or job performance.
It is the policy of East Carolina University not to discriminate against any applicant, student, employee, or visitor based on that individual’s sexual orientation.

East Carolina University is committed to enriching the lives of students, faculty and staff by providing a diverse academic community where the exchange of ideas, knowledge, and perspectives is an active part of living and learning. Discrimination on the basis of sexual orientation is inconsistent with equal employment opportunity and the diverse academic community that this University values. In our quest to recruit and retain students, faculty and staff of the highest caliber, the University welcomes all individuals of good will without regard to sexual orientation.

Any act by a university employee or student of retaliation, interference, restraint, penalty, discrimination, coercion, reprisal, or harassment against an employee or student for using the applicable policies responsibly interferes with free expression and openness and violates University Policy. Accordingly, members of the University community are prohibited from acts of reprisal and/or retaliation against those who file complaints, are involved as witnesses, or otherwise try to responsibly use University policies.

**Religious Accommodation Policy**

The University strives to ensure that applicants, employees, students, and visitors do not suffer discrimination because of religion or national origin.

The University accommodates the religious observances and practices of employees and students except where such accommodation causes undue hardship on the conduct of the University's business, but always in compliance with applicable law. The extent of the University's obligation is determined initially by considering statutory requirements, and any obligation of accommodation beyond that shall be determined with consideration of business necessity, financial costs and expenses, and resulting personnel and/or academic problems.

In implementing its EEO policy regarding nondiscrimination because of religion or national origin, the University does not discriminate against any qualified student, employee or applicant for employment because of race/ethnicity, creed, genetic information, age, color, religion, sex, national origin, sexual orientation, political affiliation, veterans’ status, or disability. Please see also the Religious Accommodations Interim Regulation found in the Appendices.

Any act by a University employee or student of retaliation, interference, restraint, penalty, discrimination, coercion, reprisal, or harassment against an employee or student for using the applicable policies responsibly interferes with free expression and openness and violates University Policy. Accordingly, members of the University community are prohibited from acts of reprisal and/or retaliation against those who file complaints, are involved as witnesses, or otherwise try to responsibly use University Policies.
Affirmative Action for Veterans Policy

It is the policy of East Carolina University not to discriminate against any student, applicant, employee, or visitor based on veterans’ status. The University will continue to seek and employ qualified personnel and to provide equal employment opportunities for all applicants and employees in recruiting, hiring, placement, training, compensation and benefits, promotion, transfer, and termination. To achieve this, the University is dedicated to taking affirmative action to employ and advance in employment qualified veterans.

An Armed Forces Service Medal Veteran is any veteran who, while serving on active duty in the U.S. military, ground, naval or air service, participated in a United States military operation for which an Armed Forces service medal was awarded pursuant to Executive Order 12985 (61 Fed. Reg. 1209) at http://www.opm.gov/staffingportal/vetguide.asp.

A Disabled Veteran is (1) a veteran of the US military, ground, naval or air service who is entitled to compensation (or who but for the receipt of military retired pay would be entitled to compensation) under laws administered by the Secretary of Veterans Affairs; or (2) a person who was discharged or released from active duty because of a service-connected disability.

An Other Protected Veteran is any veteran who served on active duty in the U.S. military, ground, naval or air service during a war or in a campaign or expedition for which a campaign badge has been authorized. For additional information to make this determination, please visit http://www.opm.gov/staffingportal/vetguide.asp.

A Recently Separated Veteran is any veteran who served on active duty in the U.S. military, ground, naval or air service during the one-year or three-year period beginning on the date of such veteran’s discharge or release from active duty (i.e., with a discharge date occurring within one (1) or three (3) years before beginning employment with East Carolina University).

A Special Disabled Veteran is (1) a veteran of the US military, ground, naval or air service who is entitled to compensation (or who but for the receipt of military retired pay would be entitled to compensation) under laws administered by the Department of Veterans’ Affairs for a disability (A) rated at 30 percent or more, or (B) rated at 10 or 20 percent in the case of a veteran who has been determined under Section 38 USC 3106 to have a serious employment handicap; or (2) a person who was discharged or released from active duty because of a service-connected disability.

A Veteran of the Vietnam-Era is a person who, (1) served on active duty in the U.S. military, ground, naval or air service for a period of more than 180 days, and who was discharged or released there from with other than a dishonorable discharge, if any part of such active duty was performed: (A) in the Republic of Vietnam between February 28, 1961, and May 7, 1975; or (B) between August 5, 1964, and May 7, 1975, in all other cases; or (2) was discharged or released from active duty in the U.S. military, ground, naval or air service for a service-connected disability if any part of such active duty was performed (A) in the
Republic of Vietnam between February 28, 1961, and May 7, 1975; or (B) between August 5, 1964, and May 7, 1975, in any other location.

East Carolina University’s Veteran Affairs Office is located in Brewster D Wing, Suite 107 and is available to assist veterans. The Veterans Affairs Office is located within the Office of the Registrar.

Affirmative Action for Employees with Disabilities

It is the policy of East Carolina University not to discriminate against any student, applicant, employee or visitor because of physical or mental disability in regards to educational and employment opportunity. The University agrees that all personnel practices such as recruiting, hiring, placement, training, compensation and benefits, promotion, transfer, and termination should be decided without discrimination based on physical or mental disabilities. When necessary, the University will provide reasonable accommodation for applicants and/or employees with physical or mental disabilities as defined by the ADA.

A person with a disability is any individual that (1) has a physical or mental impairment which substantially limits one or more major life activities, (2) has a record of such impairment, or 3) is regarded as having such impairment.

The Office for Equity and Diversity handles all ADA related grievances and compliance related issues. The Office of Disability Support Services provides accommodation request information and forms on their webpages and administers ADA accommodation requests. The University makes reasonable accommodations for employees or applicants who are defined as having disabilities as defined by the ADA to the extent that such accommodation does not impose an undue hardship on the conduct of its business. In offering employment or promotions to disabled individuals, the University does not reduce the amount of compensation offered because of any disability income, pension, or other benefit the applicant or employee receives from other sources.

The Affirmative Action Policy for Employees with Disabilities shall be disseminated both internally and externally in the same manner as the overall Equal Employment Opportunity policies.
Assignments of Responsibility and Accountability

The Governor of the State of North Carolina has overriding responsibility for the State's equal employment opportunity policies and programs. The responsibility for the actual development and implementation of individual equal employment opportunity/affirmative action plans and programs is delegated by the Governor to each university Chancellor.

The Chancellor of the University has the ultimate responsibility for implementation of the University's Equal Employment Opportunity Policy. The coordination of responsibilities for the implementation of the policy has been assigned to the Office for Equity and Diversity, namely, the Associate Provost for Equity and Diversity who also serves as the Title IX Coordinator and ADA/Section 504 Compliance Officer.

Duties of the Associate Provost for Equity and Diversity

The Associate Provost for Equity and Diversity shall be responsible for:

1. interacting with management and employees to interpret and apply all Federal laws, state policies, regulations, and guidelines that involve discrimination in employment and equal opportunity;

2. reviewing hiring processes to ensure EEO compliance prior to the final hiring decisions;

3. coordinating, implementing and monitoring institutional efforts to comply with laws, regulations and internal policies relating to equal employment opportunity;

4. assisting in the development and implementation of goals set forth in the Equal Employment Opportunity Plan;

5. maintaining and analyzing workforce utilization data for development of the Equal Employment Opportunity Plan;

6. coordinating and implementing a comprehensive plan to establish institutional readiness for internal and external reviews, and audits;

7. guiding administrators and human resources staff members in interpreting compliance obligations and institutional data;
8. leading senior leaders in efforts to integrate equity/diversity practices into institutional employment and workplace practices;

9. providing confidential counseling to employees and management in matters involving equity concerns or problems and reviewing complaints alleging discrimination;

10. providing for and/or coordinating special emphasis programs (internally or in cooperation with State Human Resources) to allow for employee and management input, training, and assistance in program development and implementation;

11. circulating current EEO Plan information throughout the University;

12. administering the compliance component of EPA search processes to ensure adherence to EEO/ADA policies;

13. serving as a liaison for the Provost or Chancellor on committees and task forces focusing on protected class group or related issues;

14. serving as point person for the review and resolution of equity issues among employees on campus and

15. providing diversity, harassment, discrimination, EEO and EPA search training to faculty and staff.
Dissemination of the Equal Employment Opportunity Plan

Internal Dissemination
East Carolina University will continue to make its Equal Employment Opportunity Plan known internally by:

1. presenting equal employment opportunity policies to all newly hired employees;
2. including the policy in East Carolina University’s Faculty Manual and University’s Webpage;
3. posting the policy on all official bulletin boards of the University and in waiting areas in the Human Resources Department where it can be seen by the general public and prospective employees;
4. including the policy on all staff and faculty vacancies;
5. discussing the policy, when appropriate, in meetings with senior executives and administrators of the University;
6. including the EEO/ADA statement on all official University letterhead and correspondence; and
7. making the entire Equal Employment Opportunity Plan available to employees, visitors and prospective employees by posting the plan online at the Office for Equity and Diversity’s website.

External Dissemination
East Carolina University will continue to disseminate its policy externally by:

1. informing recruiting sources in writing of University policy;
2. incorporating the Equal Opportunity clause in all contracts covered by Executive Order 11246, as amended, and other regulations as required;
3. informing vendors of the University policy;
4. notifying in writing, minority and women’s organizations, community agencies, community leaders, secondary schools and colleges of the University policy; and

5. including the EEO/ADA statement on all official University letterhead and correspondence.
Workforce Analysis

*Workforce Analysis might alternatively be titled, “What you currently have, listed by department.”*

Organization of the University

There are six major divisions in the University. They are the Division of Health Sciences, Division of Academic Affairs, Division of Student Affairs, Division of Administration and Finance, Division of Research and Graduate Studies and Division of University Advancement. Each division is headed by a Vice Chancellor who reports directly to the Chancellor. In addition, the Athletic Department has the status of a division, and its Director reports to the Chancellor.

Within the Health Sciences Division there are two professional colleges and two professional schools: the Colleges of Nursing and Allied Health Sciences, the Brody School of Medicine, and the School of Dental Medicine. Each is headed by a Dean. The Laupus Health Sciences Library is a separate unit within the Health Sciences Division headed by a Director who has similar status to that of a Dean. The Academic Affairs Division consists of professional colleges, including the Colleges of Fine Arts and Communication, Business, Education, Human Ecology, Technology and Computer Science, Health and Human Performance, and the Honors College. Each professional college is headed by a Dean. In addition, this division contains the Thomas Harriott College of Arts and Sciences with its 15 departments, as well as Academic Library Services. The College and Academic Library Services are each headed by a Dean.

A table of organization is included in the Appendices.

Categories of Employees

For the purposes of this Equal Employment Opportunity Plan, the workforce of East Carolina University is divided initially into two categories, (1) EPA faculty, non-faculty, and administrators, and (2) SPA and CSS employees. (The designation of EPA refers to "exempt from the State Personnel Act", the designation SPA refers to "subject to the State Personnel Act", and the designation CSS refers to “clinical support services".) EPA faculty and administrators are those employees hired primarily for the purposes of instruction and research and those administrators supervising those functions. The EPA administrator category includes senior administrators, including deans and chairpersons. Also included in this category are directors of various units (e.g., Director of Residence Life) and assistants to senior administrators (e.g., Associate Director of Athletics). Other employees in the EPA
category include non-faculty instructional, research and public service employees such as academic advisors, program specialists, research associates, and various counselor and coaching positions.

Employees in the SPA/CSS categories are generally those individuals hired in support roles to the instructional, research, or service functions of the University (e.g., office assistants, housekeepers, technicians). In addition, this category includes several professional SPA/CSS positions such as budget or financial analysts and nurses.

Workforce Array

The workforce array, found in the attachments (available in the Office for Equity and Diversity), is presented by assigned unit. For each unit, the employees are listed by job title, gender, and minority status. The array is dated January 1, 2014.

This computerized report does not make any distinction between SPA/CSS and EPA employees. Thus, in the computerized report, the support staff, faculty, and management personnel assigned to an individual college or department appear in the workforce array for that department. In forming job groups, however, we have not combined EPA and SPA/CSS employees because the wages, duties, and/or qualifications for faculty and support staff are significantly different.

This report includes persons employed with the University in a permanent position as of January 1, 2014, excluding individuals who were on leave without pay as of January 1, and temporary, intermittent, student, or post-doctoral employees.

Lines of Progression

A line of progression may be defined as a “usual promotional sequence”. In the case of EPA faculty, entry level for tenure-track faculty is either at the Instructor rank or at the Assistant Professor rank. In the case of a tenure-track Assistant Professor, after a five year period, the faculty member applies for tenure and, most commonly, for promotion from the rank of Assistant Professor to the rank of Associate Professor. Currently, it is not mandatory to petition for a promotion in rank, but it is mandatory that the credentials are reviewed for tenure. The faculty member may be granted permanent tenure and may or may not be granted a promotion in rank at the same time. If tenure is not conferred, the faculty member is provided written notice of the non-conferral of tenure. In accordance with the ECU Faculty Manual, this written notice is provided to the employee at least one year prior to the end of the employee's current appointment. Once tenure is conferred, it is the responsibility of the faculty member to subsequently apply for further promotions in accordance with the ECU Faculty Manual and the department's approved Tenure and Promotion Guidelines.

Fewer promotions occur from Associate Professor to Professor. It is reasonable, therefore, to consider the most common line of progression for faculty job groups involves promotion from Assistant Professor to Associate Professor.

An additional faculty classification is defined as “fixed-term”. These faculty have titles (not ranks) that include a modifier. Examples of modifiers include “research”, “teaching”, and “clinical”. As such, these fixed-term faculty hold titles such as "Teaching Professor" or
"Clinical Assistant Professor". Faculty holding fixed-term appointments petition for an “advancement in title”, as opposed to a “promotion in rank”, in accordance with approved department guidelines for Advancement in Fixed-Term Title. While there are a variety of titles in the EPA administrator and non-faculty categories for each unit, there is no definitive line of progression. An individual who is a Director has no logical expectation of upward progression to, say, the Chairperson or Vice Chancellor position.

Within the SPA/CSS positions, we have analyzed the data to determine whether there are lines of progression and have concluded that there are. An employee can advance to another position in one of two ways. His or her own position can be studied by the ECU Department of Human Resources (HR) Classification and Compensation unit and the classification changed on the basis of changed job content. Second, a person could apply for a vacant position which is higher than the one that he or she currently holds. If that person is deemed to be the most qualified, he or she will assume the new position with the new job title.

Promotions data has been analyzed for SPA/CSS positions to determine if there were “feeder jobs” and identify the relevant “feeder groups”. A feeder job is a position which can provide a normal promotion path into a particular job group. In addition to actual promotion actions, we also reviewed job groups to determine if there was a reasonable expectation of future promotional activity. For example, even if no actual promotions occurred during the past year, it is reasonable to assume that related jobs in a lower-market job group may promote to an associated position in an upper-market job group, as the upper-market job groups typically include higher level positions.

The following chart provides the feeder groups for SPA/CSS job groups for this EEO Plan year:

<table>
<thead>
<tr>
<th>Job Group</th>
<th>Feeder Group</th>
</tr>
</thead>
<tbody>
<tr>
<td>(01A) PRO; Business et al; LOWER MKT</td>
<td>(03) PRO; Information/Education-Related</td>
</tr>
<tr>
<td></td>
<td>(09A) CLERICAL; Administrative Support</td>
</tr>
<tr>
<td></td>
<td>(09B) CLERICAL; Supervisory/Managerial</td>
</tr>
<tr>
<td></td>
<td>(10) TECH; Business, et al</td>
</tr>
<tr>
<td>(01B) PRO; Business, et al; UPPER MKT</td>
<td>(01A) PRO; Business et al; LOWER MKT</td>
</tr>
<tr>
<td>(02) PRO; Communication, Artists</td>
<td>(11) TECH; Information Technology and Technology-Related</td>
</tr>
<tr>
<td>(04B) PRO; Nurses; UPPER MKT</td>
<td>(04A) PRO; Nurses, LOWER MKT</td>
</tr>
<tr>
<td>(06) PRO; Human Services, Social Sciences</td>
<td>(15) TECH; Human Services</td>
</tr>
<tr>
<td>(07A) PRO; Information Technology; LOWER MKT</td>
<td>(11) TECH; Information Technology and Technology-Related</td>
</tr>
</tbody>
</table>
Movement across these job groups will again be monitored during the 2014 EEO Plan year.
Equal Employment Opportunity Program

Affirmative Action and Equal Employment Opportunity at ECU

East Carolina University is committed to equality of opportunity and affirmative action. All employment decisions will be made to further the principle of equal employment opportunity. The University will recruit, hire, train, and promote persons in all positions without regard to race/ethnicity, religion, color, genetic information, creed, national origin, sex, age, sexual orientation, political affiliation, veterans’ status, or disability.

Federal Laws

As a federal contractor, we are legally obligated to follow guidelines set forth in Executive Order 11246, Title VII of the Civil Rights Act of 1964, Section 504 of the Rehabilitation Act of 1973, the Age Discrimination in Employment Act of 1976, the Vietnam Veterans Readjustment Assistance Act of 1974 as amended, the Americans with Disabilities Act of 1990, as amended, Title II of the Genetic Information Nondiscrimination Act of 2008, and all other applicable federal laws.

State Laws and UNC System Policy

As a state entity, we are governed by various North Carolina General Statutes – specifically relevant to these recruitment procedures is N.C.G.S. 126-16. As a part of the University of North Carolina System, we are also governed by The Code of the University of North Carolina, Section 103.

East Carolina University Policies and Procedures

The University has also set forth specific policies and procedures that support equal employment opportunity:

| Racial Harassment Policy | Religious Accommodations Regulation |
| Sexual Harassment Policy | Responding to Complaints of Sexual Harassment, Sexual Misconduct and/or |
Discrimination on the Basis of Sex
Regulation

Unlawful Workplace Harassment Policy

Notice of Nondiscrimination

What is Affirmative Action and Equal Employment Opportunity?

The concepts “equal employment opportunity” and “affirmative action” are often confused and/or misunderstood. It is important, especially when engaged in recruitment activities, to understand what the two concepts mean and the differences in their meanings as it relates to the recruitment and selection process. Equal opportunity laws ban discrimination. Affirmative action goes farther by requiring employers to take “affirmative” steps to achieve a balanced representation of workers.

Equal employment opportunity means providing the same opportunities with regards to employment decisions to all individuals without discriminating based upon their membership in or identification with a protected class group. (Note: A protected class is a group of people who share common characteristics and are protected from employment discrimination by federal and/or state law or University policy. There are twelve protected classes or groups at East Carolina University: race/ethnicity, sex, creed, religion, veterans’ status, sexual orientation, national origin, genetic information, age, political affiliation, color, and disability.) In the recruitment and selection process, this means applying the same standards to all applicants both in the application review and the interview process. In the spirit of equal employment opportunity, it is recommended that the search committee meet before the application review begins to agree on the job-related criteria upon which each applicant will be judged and develop a rating sheet to be used for this purpose.

Affirmative action means actively seeking to recruit underrepresented groups to the workplace. It is a policy to encourage equal opportunity and to level the playing field for groups of people who have been and are discriminated against. According to the Equal Employment Opportunity Commission, affirmative action “is considered essential to assuring that jobs are genuinely and equally accessible to qualified persons, without discriminating based upon their sex, racial or ethnic characteristics.” There is a common misperception that affirmative action requires meeting quotas or that a female or minority candidate should be hired regardless of qualifications. This is wrong. Although there are often goals associated with affirmative action, there are no quotas that must be met to be in compliance with the law. Affirmative action does not seek to hire individuals because of minority status or membership in an underrepresented population who are not qualified for the position. Affirmative action means casting a wider net by developing a recruitment plan that will reach a diverse pool of qualified individuals for the position and applying all screening standards fairly and equitably. This usually means setting goals and timetables and using a variety of aggressive recruitment and outreach methods, to include discipline specific journals and periodicals, web based advertising, networking at conferences, word of mouth, local/state media, etc.
Affirmative action seeks to recruit a diverse pool of applicants to select from and equal employment opportunity requires applying the same standards to all applicants during the application review and interview process. In this manner, the practice of affirmative action and equal employment opportunity work together to form the basis of affirmative action planning.

**Recruitment, Selection and Performance Appraisal**

**SPA and CSS**

The Department of Human Resources maintains administrative responsibility for the employment of employees subject to the State Personnel Act (SPA) and the ECU Physicians Faculty Practice Plan Clinical Support Services (CSS) employees. Human Resources also has responsibility for and must approve all personnel actions for staff including, but not limited to, recruitment, selection, promotion, transfer, disciplinary action, and demotion.

**ADVERTISING**

The Department of Human Resources will post all position openings for SPA and CSS positions on the PeopleAdmin system located on the ECU Home Page and provide computer access for applicants. Positions are posted daily on PeopleAdmin, an online applicant tracking system, and posting continues for five working days unless an extended search is requested. However, CSS postings approved for internal recruitment must be posted for a minimum of three days.

**RECRUITMENT ACTIVITIES**

The Department of Human Resources lists position vacancies with the Department of Commerce's Division of Employment Security (formerly the Employment Security Commission), Office of State Human Resources, community colleges and other applicable state agencies. At the hiring department’s request, Human Resources can assist with broadening recruitment efforts to include strategies to reach the disabled, racial/ethnic minorities, women, and veterans. Additional recruiting efforts include posting position openings on websites exclusive to veterans (such as Monster.com's Veteran Employment Center), attending job fairs on military bases, membership in the Pitt County Committee on Employment of People with Disabilities and participation in the Military Spouse Employment Program. The recruitment process is applied in a non-discriminatory manner to promote open and fair competition and the hiring of a diverse workforce. The recruitment area for most SPA and CSS positions typically ranges from regional to state-wide.
LISTING VACANT POSITIONS

Hiring departments are responsible for creating and submitting to Human Resources a position vacancy to be posted on the PeopleAdmin system. Applicants interested in SPA and CSS positions must complete a Staff Application within the PeopleAdmin system to be considered. After posting for the required period, an Employment Consultant screens the applications and refers qualified applicants for the position. At least two applicants must be invited for interview for each vacancy.

SPECIAL EMPLOYMENT AND RE-EMPLOYMENT CONSIDERATIONS

Veterans Preference
The State of North Carolina requires that departments give employment preference to qualified veteran applicants. Priority should be given to veterans who served in the Armed Forces of the United States during a period of war, certain disabled veterans and their spouses and dependents.

Priority Re-employment
The State of North Carolina requires that employees scheduled for reduction-in-force and employees removed from exempt policy making/confidential exempt positions for reasons other than just cause receive priority re-employment.

State Government Promotional Priority
Permanent State employees are eligible for priority considerations over non-State employees when the individuals possess substantially equal qualifications.

SELECTION

Selection procedures and methods should be used in a consistent and equitable manner to identify the best applicant for the job. By way of the screening and interview process, the hiring department determines the desired applicant for hire and submits a compliance form through the PeopleAdmin system to Human Resources.

To ensure that interviewing processes are conducted appropriately, training sessions are provided by Human Resources.

JOB DESIGN AND JOB CLASSIFICATION

East Carolina University maintains institutional equity in the classification of SPA and CSS positions throughout the campus. The classification process is conducted in a uniform manner employing consistent review and analysis of job duties and responsibilities to comply with state (Office of State Human Resources) and CSS specifications for position designations. The Office of State Human Resources (OSHR) is the governing authority for SPA positions and the ECU Board of Trustees the governing authority with
respect to CSS positions. Within their respective authorities, these entities establish and govern all state and clinical support services (CSS) position classifications and compensation systems. At East Carolina University, SPA and CSS positions are under the purview of the Department of Human Resources. Human Resources provides guidance and assistance to supervisors and managers in determining job design based on the needs within the particular department.

**SPA/CSS CLASSIFICATION AND COMPENSATION UNIT, HUMAN RESOURCES**

The Classification and Compensation Unit within the Department of Human Resources is responsible for administering the State of North Carolina Classification and Compensation Plan and CSS Classification and Compensation Plan for all ECU SPA positions and CSS policies. Its objectives are to maintain campus-wide equity in job classifications by applying consistent criteria to the duties and responsibilities assigned to SPA and CSS positions and to assist the campus in effectively and appropriately utilizing the state classification and CSS broad banded classification systems to address classification/organizational design needs.

The Classification and Compensation Unit ensures that all departmental managers and supervisors maintain current job descriptions and the unit conducts all applicable analysis and maintains all SPA and CSS position related documentation in a manner consistent with OSHR and CSS guidelines.

Classification and Compensation achieves its objectives primarily through job analysis and position classification. This process usually begins with a description of the position to be evaluated. The job description is the principal documentation used by the HR Consultant, although supplementary data is also considered.

The job analysis process involves a review of a position's assigned duties and responsibilities. The analysis involves research, examination, and clarification of a job's distinct functions, objectives, and organizational relationships to fully reflect the role of the position within the organization.

The job description should be written by the department head or supervisor and submitted to the Department of Human Resources for review and approval.

Managers and supervisors are advised that each employee should have a copy or access to a copy of his/her job description. To maintain an accurate and complete job description (and appropriate classification), the job description should be reviewed and revised, if necessary, when a new employee is placed into the position, or if there has been change in the organizational unit. A job description should be reviewed at least once a year by the supervisor to ensure that it is still accurate.

Position classification is the formal assignment of a classification title, salary band, and descriptive title to a job or a group of jobs which are so similar in
duties and responsibilities that they justify common treatment in selection, compensation, and other employment processes. Positions at the University are classified according to designated occupational categories. Jobs are evaluated and measured against standard criteria applied consistently for all jobs within designated occupational classes. The analytical process involves an examination of the relative degree of common job characteristics present in a position.

All vacancy narratives are reviewed and modified as necessary to comply with state or broadbanded specifications for the designated job classification.

**EPA**

East Carolina University has 8 academic colleges, 2 professional health sciences colleges, 2 professional health sciences schools, 2 libraries, a graduate school and several non-academic units that initiate EPA faculty and EPA non-faculty appointments, promotions and salary recommendations. All actions are approved by the appropriate authority (i.e. Vice Chancellor or Provost, Chancellor, Board of Trustees and/or Board of Governors) depending on the action as defined by the University’s Management Flexibility to Appoint and Fix Compensation policy.

As a part of its ongoing Equal Employment Opportunity Program, the Office for Equity and Diversity actively monitors and reviews the recruitment procedures to determine that no discriminatory practices are being employed and to assure that the University acts affirmatively to recruit women and minorities.

**ADVERTISING**

There are no strict guidelines within the University regarding where positions are advertised. In general, faculty positions are advertised online in national publications and in the academic journals which would be most widely read by professionals in that discipline. However, all positions are posted on HigherEdjobs.com, Diversejobs.net, InsideHigherEd.com, INSIGHTIntoDiversity.com, and the ECU Jobs Site via the PeopleAdmin system at no cost to search committees or the hiring authority. Search committees also often make use of other web-based advertising and are recommended for use as a cost effective mechanism for casting a broad recruitment net to capture diverse talent.

**RECRUITMENT**

The recruitment procedure to fill any EPA position in which the appointment’s duration will be 90 or more calendar days and FTE of .75 or greater (except Fellow positions) involves recruiting nationally for a minimum period of 14 days for non-faculty positions and 30 days for faculty positions. For filling any EPA positions in which (1) the appointment’s duration will be greater than three days and in which the FTE will be less than .75, (2) the appointment’s duration will be greater than three days but less than 90 calendar days (regardless of FTE), or (3) Fellow positions, the
recruitment procedure involves recruiting nationally for a minimum of three calendar days. There are, on occasion, extenuating circumstances that make it necessary to deviate from these procedures. In these extenuating circumstances, the Office for Equity and Diversity and the Department of Human Resources may grant approval for an exception to the recruitment process to accommodate. The search committee or hiring official must submit a special permission request through the PeopleAdmin system. Deviations from the stipulated procedure may occur in the following situations depending on the parameters of the position being filled:

- Current applicant pool requests may be granted to fill a vacant position with an existing, diverse pool of applicants;

- Phone or video conference interviews only requests may be granted in lieu of on-site campus interviews when extenuating circumstances exist;

- Abbreviated searches may be granted when advertising less than 30 days for faculty positions and less than 14 days for non-faculty positions;

- Internal searches may be granted when there is knowledge of strong candidates that are already employed by the University;

- Waived searches may be granted in very rare situations to hire an individual without any advertising or recruitment process. Underutilization and related affirmative action goals in the current EEO Plan and diversity will be considered in evaluating requests for waivers. Waivers may be considered in the following extenuating circumstances, including but not limited to:
  
  o Programs of Strength: a stellar candidate with expertise in an area currently underrepresented within the University who is, therefore, expected to strengthen the University’s programs;

  o Chief Executive Officer employment or his/her core staff;

  o A Principal Investigator or Co-Principal Investigator, or individual named in a grant proposal and funding is contingent upon individuals named serving in the specified capacity;

  o Spousal or domestic partner hire; and

  o High profile coaching positions (i.e., football, basketball).

The University recognizes that the recruitment and retention of the most qualified faculty may involve the necessity of a concomitant appointment for
dual career academic couples and has enacted the Faculty Spousal and Domestic Partner Hiring Standard Operating Procedure.

**SPECIAL EMPLOYMENT CONSIDERATIONS**

**Veterans Preference**

EPA employees enjoy the protections of and are subject to the provisions of Veterans Preference. Priority should be given to veterans that served in the Armed Forces of the United States during a period of war, certain disabled veterans and their spouses and dependents.

**OTHER IMPORTANT CONSIDERATIONS**

Other important considerations when conducting a search/selection process include, but are not limited to: the Regulation on Recruitment of Employees from Other Campuses Within The University of North Carolina and the Employment of Related Persons (Anti-Nepotism) Policy, both found in the UNC Policy Manual; and the ECU Faculty Criminal Background Check Policy and Procedures and ECU Criminal Background Checks for SPA/CSS and SAAO/Non-faculty EPA Employees, both found on the Department of Human Resources website.

**SELECTION AND APPOINTMENT**

Candidate profiles are submitted by potential candidates via the PeopleAdmin system and are evaluated during the screening process. After screening, the interview process begins. During the recruitment planning period, the committee is encouraged to develop a rating scale for screening of applicants. There is no predetermined or formal University rating system for applicants. However, search committees or hiring officials are encouraged to develop a rating scale specific to each position in an effort to fairly evaluate applicants to determine the desired candidate for hire. After the interviews are complete and the hiring authority decides who should be selected for the position, the EPA Compliance Report must be completed and submitted via the PeopleAdmin system. The Compliance Report must be approved by Human Resources and the Office for Equity and Diversity prior to initiating an offer of employment or any related notices or negotiations with the candidate of choice. The Chancellor and the Board of Trustees must approve appointments for tenured faculty, and the Dean recommends appointments for tenure track faculty with final approval given by the Provost/Vice Chancellor.

The Office for Equity and Diversity provides continuous EPA search committee training sessions via Blackboard online to educate search committees about conducting processes appropriately. The Office for Equity and Diversity also routinely consults with search committees, hiring authorities, and other personnel representatives regarding EPA recruitment compliance.
TYPES OF EPA APPOINTMENTS

Teaching Faculty Appointments:

- **Fixed-Term Appointments**: Fixed-term faculty do not hold professorial ranks, but hold titles such as Teaching Instructor, Teaching Assistant Professor, Teaching Associate Professor, Teaching Professor, Research Instructor, Research Assistant Professor, Research Associate Professor, Research Professor, Clinical Instructor, Clinical Assistant Professor, Clinical Associate Professor, and Clinical Professor as outlined in the ECU Faculty Manual. Fixed-term faculty are not eligible for permanent tenure and have a specific beginning and ending date of the appointment. Multi-year fixed-term appointments may be issued for a period up to 5 years; however, typical fixed-term appointments are 1 to 3 years in length. There is no limit to the number of subsequent fixed-term appointments. Fixed-term appointments may be permanent (full-time or part-time) or short-term (full-time or part-time).

- **Probationary-Term (Tenure-Track) Appointments**: Probationary-term (tenure-track) appointments are made at the professorial ranks of Instructor, Assistant Professor, Associate Professor, or Professor. Probationary-term (tenure-track) faculty are hired with a 3-year initial appointment followed by 2-year term reappointments (the number of reappointments is dependent upon faculty rank) contingent on satisfactory performance. See the ECU Faculty Manual for requirements for each rank.

- **Appointments with Permanent Tenure**: Appointments with permanent tenure are continuous until retirement, resignation, or removal according to the provisions of the ECU Faculty Manual and the UNC Code. Appointments with permanent tenure may be made at any of the faculty professorial ranks above the rank of Instructor; however, it is unusual for faculty members to be awarded tenured at the time of the initial appointment below the rank of Associate Professor.

- **Additional Faculty Titles**: Appointment with titles such as Artist-in-Residence, Writer-in-Residence and prefix titles such as Adjunct; Affiliate; or Visiting.

TYPES OF NON-FACULTY EPA APPOINTMENTS

ECU currently has two classifications of non-faculty EPA positions – senior academic and administrative officers (SAAO I and SAAO II), and Instruction, Research and Public Service (IRPS).

Definition of “Senior Academic and Administrative Officers”: (from The UNC Policy Manual (UNC-GA), Chapter 300.1.1:
Senior officers of the University of North Carolina who are subject to the provisions of Section II of this policy are … the chancellors of the constituent institutions [N.C.G.S. 116-11(4)]; the vice chancellors, provosts, and deans of the constituent institutions, and the directors of major administrative, educational, research and public services activities of the constituent institutions designated by the Board of Governors [N.C.G.S. 116-11(5)].

Other senior officers of the University of North Carolina who are subject to the provisions of Section III of this policy are…associate and assistant vice chancellors; associate and assistant deans; and other administrative positions within the constituent institutions, other than those identified in subparagraph A above, that have been designated by the President [N.C.G.S. 116-11(5)].

Definition of “EPA Non-Faculty Instructional, Research, and Public Service” (from UNC Policy Manual 300.2.1 and 300.2.5[G]):

Defined under N.C.G.S. 126-5(e1)(8) as those positions that are instructional, research, and public service staff whose salaries are fixed under the authority vested in the Board of Governors. (See UNC Policy #300.2.1) These positions are not subject to the State Personnel Act (N.C.G.S. Chapter 126) and not otherwise categorized as (1) faculty positions subject to institutional tenure regulations; (2) positions within administrative categories of employment subject to N.C.G.S. 116-11(4), N.C.G.S. 116-11(5), or N.C.G.S. 116-14; (3) positions within the “physicians or dentists” category under N.C.G.S. 126-5 with faculty appointments; and (4) University students who are employed incident to their status as students.

EPA IRPS position appointments can be “at will” (full-time or part-time) or stated definite term (full-time or part-time).

**EPA Faculty Appointments, Promotions and Salary Setting**

There are 8 academic colleges, 2 professional health sciences colleges, 2 professional health sciences schools, 2 libraries and a graduate school that initiate faculty appointments, promotion, advancement in fixed-term title, and salary recommendations. The Provost, Vice Chancellor for Health Sciences or the Vice Chancellor for Research and Graduate Studies review and approve faculty appointment recommendations.

While some of the criteria for initial appointment, promotion, reappointment (i.e., for tenure-track), subsequent appointment (i.e., for fixed-term), and/or salary recommendations may be similar among departments, some criteria are quite different. Similarly, education, skills, and experience may also vary in departments, schools/colleges, and divisions. A variety of factors impact the assignment of value and the different criteria for appointment, promotion, and salary recommendations among departments, units, schools/colleges, and divisions.
Faculty Rank/Title
Faculty rank or title is recommended by the Department Personnel Committee to the Department Chair (or Unit Director), the Dean, and the Provost (or appropriate Vice Chancellor). The ranks or titles of a position is determined before the search begins. When making faculty appointments, the following factors may be considered when extending an offer:

- the needs of the department in areas of scholarly competence,
- evidence of ability and interest in teaching,
- evidence of potential contributions to scholarship and research,
- experience,
- market conditions for discipline specialty,
- established salary ranges,
- salaries in the department,
- letters of reference,
- publications, quality of publications,
- evidence of ability to participate in joint research projects,
- evidence of interest in and ability for public service and engagement activities,
- research compatibility with other members of the scholarly community, and
- quality of educational background, highest degree and sponsor or director of dissertation.

Faculty Promotion and Tenure
The requirements for promotion and tenure are broadly outlined in the ECU Faculty Manual as well as the Unit Codes of Operations, which are more specific. Unit Code Tenure and Promotion requirements are approved by the Unit, the Unit Code Screening Committee, the Faculty Senate, and the Chancellor. The Tenure and Promotion Guidelines broadly defined in the ECU Faculty Manual are developed by the Faculty Governance Committee for approval by the Faculty Senate, the Chancellor, and the Board of Trustees. Departmental tenure and promotion criteria must be consistent with the requirements outlined in the ECU Faculty
Initial Salary Setting

Initial salary shall be based on credentials, relative experience, salary trends as detailed in professional salary surveys, professional activity, research efforts, scholarly publication or its equivalent, level of responsibility, and consideration to the salaries of personnel presently in the unit and salaries within the discipline in comparable institutions.

Annual Salary Increments

The Department Chair (or Unit Director) will recommend annual salary increments to appropriate administrative officials in accordance with requirements imposed by the North Carolina General Assembly, the University of North Carolina Board of Governors, established University administration salary guidelines, clinical productivity (if applicable), and any additional criteria established in the ECU Faculty Manual or Unit Codes. Basic criteria for assessing merit shall include the degree of teaching excellence; creative activity; research; clinical productivity (if applicable); service to local, state and national organizations; as well as contributions to the development of public forums, institutes, continuing education projects, and patient services.

Employee Training and Development

East Carolina University offers a number of educational and training programs to employees without regard to sex, color, creed, genetic information, race/ethnicity, religion, political affiliation, sexual orientation, veteran’s status, national origin, disability, or age. Most programs are sponsored by the University, although employees are also encouraged—and when appropriate—mandated to attend some offerings provided by the University and/or the Office of State Human Resources.

Most educational, training and professional development programs are open to all employees. East Carolina University’s programs are designed to inform departments of University policies, procedures, as well as the applicable state and federal laws; enhance employees’ knowledge, skills and abilities; and equip supervisors and managers with the necessary information and guidance to provide effective leadership. Such programs include, but are not limited to:

- **NEW EMPLOYEE ORIENTATION** – An orientation for new SPA and CSS employees designed to familiarize these employees with all policies, procedures and laws applicable to East Carolina University employees.

- **CERTIFICATION PROGRAMS** – A series of workshops designed to further enhance the skills of staff in specific job roles.
• **SUPERVISION INSTITUTE** – A series of workshops designed to further enhance the skills of employees working within a supervisory or managerial capacity.

• **MANAGER’S BOOT CAMP** – An all-day session designed for mid-level managers to further understand policies/procedures and available resources for successful management at ECU.

• **TUITION WAIVER PROGRAM** – Any permanent full-time employee is eligible to take up to 2 University classes each academic year without being charged tuition or other required fees.

• **Mandatory Online Harassment and Discrimination Training** – All staff and faculty as well as student employees must complete the online training modules, Preventing Unlawful Discrimination (PUD) and Preventing Workplace Harassment (PWH). PUD and PWH are designed to provide employees with the fundamentals regarding harassing and discriminatory behavior in the workplace.

• **Equal Employment Opportunity Institute (EEOI)** – For managers and supervisors, EEOI is a mandatory Office of State Human Resources sponsored course designed to inform those working in a supervisory capacity about EEO/ADA federal and state laws and policies. The Program Coordinator in the Office for Equity and Diversity serves as the EEOI Coordinator for the University.

**Performance Appraisal/Annual Evaluations**

**SPA / CSS**

The performance appraisal process is administered according to the guidelines set by the Office of State Human Resources and ECU Board of Trustees. All SPA and CSS employees should be:

• aware of what is expected of them;

• provided with continuous feedback about their performance;

• provided with opportunities for education, training and development; and

• rewarded in a fair and equitable manner.

Each employee should have an opportunity to review his/her job description with his/her supervisor within the first thirty days of employment and at the beginning of the performance management cycle each year thereafter. A face-
to-face interim review should be conducted by every supervisor during the middle of the work cycle with annual evaluations conducted at the end of the evaluation period. Evaluation ratings and/or comments are entered into the performance management system managed by the Human Resources Department.

**EPA**

The Board of Governors mandates that all EPA employees undergo an annual review. The scheduling and coordination of reviews for non-teaching EPA employees are conducted at the supervisors’ discretion or according to the unit’s code for faculty members.

**Grievance Procedures**

**SPA/CSS**

To provide a means of communication between supervisors and employees and establish principles of administration to ensure a prompt, orderly, and fair response to an employee’s grievance or complaint, any permanent, career status SPA or CSS employee is eligible to use the grievance and appeal policy. In furtherance of this policy, any applicant, probationary employee, permanent employee or former employee is eligible to utilize the grievance policy if alleging discrimination on the basis of race/ethnicity, color, creed, age, national origin, disability, sex, religion, sexual orientation, political affiliation, genetic information, or veterans’ status or any allegation of inaccurate or misleading information in an individual’s personnel file.

Employees utilizing the grievance and appeal policy shall have the opportunity to do so without threats or acts of retaliation, interference, coercion, restraint, discrimination, or reprisal.

Grievance procedures for SPA and CSS employees can be found on the Department of Human Resources Website at http://www.ecu.edu/cs-admin/HumanResources/Policies_and_Procedures.cfm and on the Office for Equity and Diversity’s website at http://www.ecu.edu/cs-acad/oed/policies.cfm.

**EPA**

To provide EPA employees with an internal means of resolving work-related concerns, problems or grievances with supervisors, grievance procedures are available to both EPA faculty and EPA non-faculty. Grievances for EPA faculty are processed in accordance with Part XII of the Faculty Manual while grievances for EPA non-faculty are processed in accordance with the EPA non-faculty grievance procedures. Grievance procedures for complaints of prohibited harassment or discrimination against an EPA non-faculty employee may be found in the EEO Plan, Section 6. For more information regarding the procedures to address other work-related concerns, please see the Review Process and Procedure for EPA Non-Faculty Employees Interim Regulation, which may be accessed on the

For more information regarding the EPA faculty grievance policy see: http://www.ecu.edu/fsonline/customcf/currentfacultymanual/manual.pdf.

SPA/CSS Disciplinary Process

The intent of the Disciplinary Policy and Procedures for Employees Subject to the Personnel Act, and the Clinical Support Services (CSS) Disciplinary Policy is to provide East Carolina University management with a fair, clear and useful tool for correcting and improving performance problems as well as to provide a process to assist management in handling cases of unacceptable personal conduct. Any disciplinary action taken in accordance with this policy must be for just cause under one of the following bases:

- discipline imposed on the basis of unsatisfactory job,
- discipline imposed on the basis of gross inefficiency, and
- discipline imposed on the basis of unacceptable personal conduct.

The degree and type of action taken shall be based upon the sound and considered judgment of the management representatives of East Carolina University according to this policy. When just cause exists, the disciplinary actions that can be taken are:

- written warning,
- disciplinary suspension without pay,
- demotion, and
- dismissal.

Separation

SPA/CSS

Reasons for separation can include one or more of the following reasons:

- Voluntary Resignation,
- Voluntary Resignation without Notice,
- Separation Due to Unavailability When Leave is Exhausted,
- Retirement,
• Reduction-In-Force,

• Dismissal, and

• Death.

An employee may resign by submitting a letter of resignation to his/her supervisor or department head at least two weeks prior to the last work day. Department heads should then follow the ECU Exit Process, which is available on the ECU Human Resources website.

EPA

According to the Policy for Employees Exempt from the State Personnel Act, employment within a covered EPA position that is established by the letter of appointment to be an employment “at will” is subject to discontinuation at any time at the discretion of the Chancellor or the Chancellor’s designee. Reasons for discontinuation of service can be by any of the following means:

• Discontinuation of Appointment with Notice or Severance Pay;

• Termination Employment due to Financial Exigency, Program Curtailment or Program Elimination;

• Discharge for Cause; or

• Expiration of Term Appointment.

Benefits

Benefits are provided to all permanent employees (in positions of .75 and above FTE) consistently without regard to race/ethnicity, color, sex, religion, creed, age, disability, veteran’s status, political affiliation, genetic information, sexual orientation or national origin. Benefits offered include the following:

• Comprehensive Major Medical Plan

• Retirement Plans
  o Teachers’ and State Employees Retirement System (TSERS)
  o Optional Retirement Plans

• Disability Income Plan of NC

• Vacation and Sick Leave

• Community Service Leave

• Family Medical Leave
- Military Leave
- Tuition Waiver Program
- Textbook Loan Program
- Tax-Sheltered Investment Programs
- Holidays
- Optional Insurance Plans
  - Life Insurance
  - Accidental Death and Dismemberment Insurance
  - Disability Insurance
  - Heart Attack and Stroke Insurance
  - Cancer Insurance
  - Group Home/Auto Insurance
  - Vision Plan
  - Dental Plan
  - Flexible Spending Accounts
  - Critical Illness Plan
  - Universal Life Insurance

**Monitoring Procedures**

Positions that are determined to be underutilized are reported to the Department of Human Resources to encourage broader outreach and recruitment strategies during SPA and CSS hiring processes.

**SPA/CSS**

Positions that are determined to be underutilized are monitored throughout the employment process. The Office for Equity and Diversity directly monitors the SPA and CSS hiring processes to encourage the inclusion and view the representation of underutilized groups within the applicant pools.

**EPA**

The Office for Equity and Diversity provides compliance monitoring for all EPA positions throughout the hiring process. During the hiring process,
each stage is reviewed to ensure that underrepresented groups have been included in the process. Each position is reviewed for compliance during the following stages:

- requisition approval process,
- screening approval process, and
- compliance review process.

**Equal Employment Opportunity Reports**

The Office for Equity and Diversity generates equal employment opportunity reports utilizing data obtained from the People Admin and Banner systems. Annual reports analyzing applicant flow, hires, promotions and transfers, separations and tenure conferrals are produced according to the following schedule:

<table>
<thead>
<tr>
<th>Type of Report</th>
<th>Frequency Rate</th>
<th>Office Responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>Applicant Flow</td>
<td>Annually</td>
<td>Equity and Diversity</td>
</tr>
<tr>
<td>Hires, Promotions and Transfers</td>
<td>Annually</td>
<td>Equity and Diversity</td>
</tr>
<tr>
<td>Separations</td>
<td>Annually</td>
<td>Equity and Diversity</td>
</tr>
<tr>
<td>Tenure Conferrals</td>
<td>Annually</td>
<td>Equity and Diversity</td>
</tr>
</tbody>
</table>

**EMPLOYEE RESOURCE GROUPS**

As part of ECU’s commitment to diversity in the workplace, the Office for Equity and Diversity assists in forming and supporting the efforts of Employee Resource Groups. These groups help foster connectedness to the university community, thus encouraging retention and recruitment especially in minority and women employees. The Office for Equity and Diversity serves in an ex-officio role in most of these organizations. These groups include the following:

**CHANCELLOR’S COMMITTEE ON THE STATUS OF WOMEN**

The charge of this committee is to advise the Chancellor, Provost and other university leaders on the planning, implementation and evaluation of policies and practices to promote equity and further the welfare of all women associated with East Carolina University. The Chancellor's Committee on the Status of Women is a particularly active committee, constituted in 1971 to monitor and enhance conditions for women on campus. The Committee
is composed of faculty, staff, and students who meet regularly to discuss concerns of women on campus, sponsor and implement programs of interest, and make recommendations to the University administration and larger ECU community regarding issues of interest to women on campus. The Chancellor’s Committee on the Status of Women focuses on a wide variety of issues including: equity in hiring, promotion, tenure, compensation, campus safety, dependent care, and continuing professional development. The Committee sponsors Promotion and Tenure workshops, the Women of Distinction recognition program, and an annual winter holiday program focused on diversity. Additionally, the Committee is active with other professional and educational organizations for women and coordinates two meetings each year to discuss gender issues and ECU responses.

**BRODY WOMEN FACULTY COMMITTEE**

The Brody Women Faculty Committee (BWFC) consists of women professionals at the Brody School of Medicine. The committee aims to increase institutional effectiveness by supporting the recruitment, retention and promotion of female professionals. The BWFC is a welcoming community of women who work to improve awareness of issues of particular interest to women, track information about women faculty at the Brody School of Medicine, support current and future women professionals through mentorship, and offer programming on leadership, career development, and women’s perspectives.

**STAFF SENATE DIVERSITY COMMITTEE**

In support of the university’s mission, the Staff Senate Diversity Committee is charged with making recommendations to the ECU Staff Senate that promote awareness of and appreciation for human and intellectual diversity at East Carolina University. The committee is comprised of staff employees and works to establish a rapport with and seek input from the university community in an effort to identify ways to foster and encourage respect for diversity on our campus. The committee supports speakers from the University on topics around diversity and inclusion. Additionally, the committee recommends a series of meaningful programs and initiatives that will improve the racial/cultural atmosphere on our campus, promote awareness of why diversity matters, “contribute to the welfare of university staff, and foster the interaction, integration, and representation of different races/ethnicities, cultures, national origins, abilities, religions, sexual orientations, intellectual positions, and perspectives throughout our university community”.

**ORGANIZATION OF AFRICAN AMERICAN STAFF**

This organization seeks to achieve a visible commitment of the inclusion and value of African American staff, faculty and students at the
University. The organization promotes cultural and professional development, wellness, networking, mentorship, leadership, community outreach, scholarship and economic prosperity through a variety of organization sponsored programs and events, such as the gala celebrating African American educators at the ECU African American Awards of Excellence.

**CHINESE STUDENT AND SCHOLARS ASSOCIATION**

The Chinese Student and Scholars Association’s focus is to serve the Chinese students, faculty, staff and visiting scholars and their families in acclimating them into the university and community environment. The Association also provides knowledgeable channels regarding Chinese culture and society to the campus community. The Association, in collaboration with the Greenville Chinese School, has held several events, including the Chinese New Year Celebration, Greenville International Festival and Mid-Autumn Festival Party.

**ORGANIZATION OF AFRICAN AMERICAN FACULTY**

The Organization of African American Faculty is dedicated to advancing the interests of African American faculty members at East Carolina University. Some of the activities of this organization include: providing support and assistance through social activities, scholarship, advocacy programs, and other University and community-based activities; and supporting and encouraging the creation and enforcement of University policies relating to recruitment, retention and professional development of African Americans and other minority faculty and staff as well as the recruitment and retention of African American undergraduate and graduate students. The organization also hosts Peer Mentoring and Tenure workshops.

**LESBIAN, GAY, BISEXUAL, TRANSGENDER AND ALLY FACULTY/STAFF GROUP**

The Lesbian, Gay, Bisexual, Transgender and Ally (LGBTA) Faculty/Staff Group is an informal group for ECU faculty and staff of all sexual orientations, gender identities, and gender expressions.

**AMERICAN INDIAN FACULTY/STAFF GROUP**

The American Indian Faculty/Staff Group is an informal group for ECU faculty and staff who meet to discuss topics of interest to the American Indian community.

**CHANCELLOR’S DIVERSITY LEADERSHIP CABINET**
The mission of the Chancellor’s Diversity Leadership Cabinet (CDLC) at East Carolina University is to serve as an advisory body to the Chancellor and the Provost. The committee is chaired by the Associate Provost for Equity and Diversity and reports to the Chancellor and Provost.

To accomplish this mission, the CDLC will assist university-wide leadership to propose, develop, and advocate for programs and policies designed to increase diversity and multiculturalism in all aspects of the University including student recruitment and retention, academic programs, student life, faculty recruitment and retention, campus environment, leadership development, and alumni affairs.
Unlawful Workplace Harassment Prevention Strategies

East Carolina University Policy Statement

It is the policy of East Carolina University that no state employee may engage in speech or conduct that is defined as unlawful workplace harassment as indicated below. All state employees are guaranteed the right to work in an environment free from unlawful workplace harassment and retaliation.

Once a written complaint outlining the nature of the allegations is received, the Associate Provost for Equity and Diversity, Title IX Coordinator and ADA/Section 504 Compliance Officer will investigate the totality of the circumstances regarding the complaint to determine whether the alleged conduct constitutes unlawful workplace harassment.

Any act by a university employee of retaliation, interference, restraint, reprisal, penalty, discrimination, coercion, or harassment against an employee for using these policies responsibly interferes with free expression and openness, and violates this policy. Accordingly, members of the university community are prohibited from acts of reprisal against those who bring charges or are involved as witnesses or otherwise try to responsibly use this policy.

Definitions:

Unlawful Workplace Harassment is unwelcome or unsolicited speech or conduct based upon race, sex, religion, national origin, age, genetic information, color, political affiliation or disability that creates a hostile work environment or circumstances involving quid pro quo.

Hostile Work Environment is one that both a reasonable person would find hostile or abusive and one that the particular person who is the object of the harassment perceives to be hostile or abusive. Hostile work environment is determined by looking at all of the circumstances, including the frequency of the allegedly harassing conduct, its severity, whether it is physically threatening or humiliating, and whether it unreasonably interferes with an employee’s work performance.

Quid Pro Quo harassment consists of unwelcome advances, requests for favors, or other verbal or physical conduct when (1) submission to such conduct is made either explicitly or implicitly a term or condition of an individual’s employment, or (2) submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual.
**Retaliation** is adverse treatment taken because of opposition to unlawful workplace harassment.

This policy applies to employees who are subject to the State Personnel Act.

The Unlawful Workplace Harassment Policy covers former SPA employees, full or part time employees with either a permanent, probationary, trainee, or time-limited permanent or temporary appointment.

The Chancellor of East Carolina University fully endorses and supports this policy. Ms. LaKesha Alston, Associate Provost for Equity and Diversity, Title IX Coordinator and ADA/Section 504 Compliance Officer, has been delegated the responsibility by the Chancellor for implementation of the harassment policy, including prevention and resolution efforts. Members of the University community with concerns or questions are encouraged to contact the Office for Equity and Diversity. The Office is located in Suite G-406 in the Old Cafeteria Building.

_________________________  ______________________
Steve Ballard, Chancellor                Date
East Carolina University

**Administration of the Unlawful Workplace Harassment Policy and Prevention Strategies**

The Office for Equity and Diversity is responsible for implementation of the harassment policy, including prevention and resolution efforts. This responsibility includes providing education and training to all current and new employees regarding unlawful workplace harassment, dissemination of the policy, and resolution efforts in the case of allegations of unlawful workplace harassment.
Comprehensive web-based educational modules have been developed for employees and supervisors, which increase awareness by providing an understanding of what constitutes unlawful workplace harassment and what to do about it.

Objectives and Time Table

1. Provide education and training to all current and new employees regarding unlawful workplace harassment.
   **Target Completion Date: On-going**

2. Review current grievance policy and procedures for confidential reporting and resolution of complaints and propose any necessary revisions to ensure consistency with the unlawful workplace harassment policy.
   **Target Completion Date: Procedures established; review on-going**

3. Review the timeframes to determine the need for modifications to other existing policy governing employee grievances.
   **Target Completion Date: On-going**

4. Disseminate new brochures, posters, and training handouts.
   **Target Completion Date: On-going**

5. Disseminate unlawful workplace harassment policy in various university publications.
   **Target Completion Date: On-going as each edition is updated**

Responsibility for Implementation

**Associate Provost for Equity and Diversity**

The Associate Provost for Equity and Diversity, who also serves as the Title IX Coordinator and ADA/Section 504 Compliance Officer, has been delegated the responsibility by the Chancellor of East Carolina University for implementation of the harassment policy, including prevention and resolution efforts.

**Deans, Unit Heads, and Supervisors**

The role of all Deans, Unit Heads, and Supervisors is to create and maintain a supportive and harassment-free work and academic environment for all members of the campus community. Deans, Unit Heads, and Supervisors are responsible for responding promptly and adequately to complaints of harassment and knowing where to obtain assistance for resolving concerns.

**Staff**

The role of all staff is to create and maintain a supportive and harassment-free work and academic environment for all members of the campus community. Each staff member has the responsibility of understanding and complying with the harassment policy and knowing where to obtain assistance for resolving concerns.
Dissemination of Policy

East Carolina University will disseminate the Unlawful Workplace Harassment Policy to new and existing employees by the following means:

- All Vice Chancellors, Directors, Deans, and Department Chairs will receive special notification reminding them of management’s responsibilities for enforcing the policy.
- The harassment policy will be included in the Equal Employment Opportunity Plan.
- The policy will be posted on all appropriate official bulletin boards.
- The policy will be posted on the Office for Equity and Diversity’s web page and as part of the Department of Human Resources web page.
- New employees will receive information and training on the policy at orientation.
- Various university publications will also be used to distribute the policy to all employees.

Training and Other Methods to Prevent Unlawful Workplace Harassment

Orientation sessions for new employees will include training on the policy.

A training program on all EEO policies, including the Unlawful Workplace Harassment Policy, is available per departmental request and/or upon recommendation by the Associate Provost for Equity and Diversity. The policy is also listed within the online training module, Preventing Workplace Harassment, which is mandatory for all ECU employees.

Internal Grievance Procedures for Complaints of Unlawful Workplace Harassment

The grievance procedures for filing complaints of unlawful workplace harassment are listed below. Copies of the grievance procedures are also available in the Office for Equity and Diversity and are accessible through the Office for Equity and Diversity’s Webpage.

Procedures for Reporting Unlawful Workplace Harassment for SPA Employees

Effective May 1, 2014, complaints filed by an East Carolina University SPA employee are governed by the grievance procedures presented in the ECU Mediation and Grievance Procedure for SPA Employees in the University Policy Manual and/or the procedures in the Notice of Nondiscrimination Policy.

Disciplinary Policy and Procedures

East Carolina University has established disciplinary actions to provide management with a fair, clear and useful tool for correcting and improving performance problems, as well as to provide a process to assist management in handling cases of unacceptable personal conduct. The University’s (1) Disciplinary Policy and Procedures for Employees Subject to the Personnel Act, and (2) Clinical Support Services (CSS) Disciplinary Policy are available on the Department of Human Resources’ Webpage.
OTHER EQUITY POLICIES*

Administration of the Sexual Harassment Policy

The University’s Sexual Harassment, Discrimination and Conflicts of Interest Policy covers all employees, including those who are exempt from the State Personnel Act (EPA).

Administration of this policy is the responsibility of the Office for Equity and Diversity. This responsibility includes dissemination of the policy, conducting educational sessions to help students and employees understand the policy, and intervention in the case of sexual harassment.

* Policies can be found in appendices of this document

The policy has been disseminated in the following ways:

1. related regulation in the University Policy Manual,
2. related policy in the ECU Faculty Manual,
3. posting on all official bulletin boards,
4. discussion of the policy at new employee orientation sessions,
5. available online at the Office for Equity and Diversity’s website
6. ECU Equal Employment Opportunity Plan, and
7. listed within the mandatory “Preventing Workplace Harassment” Training module.

Educational programs, such as the online Preventing Workplace Harassment program also help faculty, staff, and students to become acquainted with the dimensions of the problem, the nature of sexual harassment, and what to do about it. The Associate Provost for Equity and Diversity is also invited periodically to speak in classes concerning this topic.

Administration of the Regulation on Responding to Complaints of Sexual Harassment, Sexual Misconduct and/or Discrimination on the Basis of Sex

The University’s Regulation on Responding to Complaints of Sexual Harassment, Sexual Misconduct and/or Discrimination on the Basis of Sex covers all students and employees. The University has enacted the Regulation, and the Office for Equity and Diversity and the Title IX Deputy Coordinators are responsible for its implementation. This includes dissemination of the Regulation and assuring that an appropriate process is carried out in the event of violations of the policy.

Administration of the Racial and Ethnic Harassment Policy

The University’s Racial and Ethnic Harassment Policy covers all employees, including those who are exempt from the State Personnel Act (EPA).

The University has enacted a Racial and Ethnic Harassment policy and the Office for Equity and Diversity is responsible for its implementation. This includes dissemination of the policy and assuring that an appropriate process is carried out in the event of violations of the policy.
Administration of the Board of Governors of the University of North Carolina Policy Concerning Improper Relations between Students and Employees

The Office for Equity and Diversity is also responsible for the implementation of the policy passed by the UNC Board of Governors concerning improper relationships between employees and students.

Administration of the Notice of Nondiscrimination Policy

East Carolina University’s Notice of Nondiscrimination Policy prohibiting discrimination based on a faculty, staff, student, or visitor’s race/ethnicity, creed, color, religion, sex, veterans’ status, sexual orientation, age, disability, genetic information, political affiliation, or national origin is also under the purview of the Office for Equity and Diversity.

Administration of the Sexual Orientation Policy

The University’s Sexual Orientation Policy prohibiting discrimination or harassment based on sexual orientation is under the purview of the Office for Equity and Diversity.

Administration of the Religious Accommodations Regulation

The University accommodates the religious observances and practices of employees and students by way of the Religious Accommodations Regulation. The Religious Accommodations Regulation is also enforced by the Office for Equity and Diversity.

Procedures for Reporting Harassment or Discrimination Based on an East Carolina University Protected Class Filed By an East Carolina University SPA Staff Member

Effective May 1, 2014, complaints filed by an East Carolina University SPA employee are governed by the grievance procedures presented in the ECU Mediation and Grievance Procedure for SPA Employees in the University Policy Manual and/or the procedures in the Notice of Nondiscrimination Policy available on the Office for Equity and Diversity website.

Procedures for Reporting Harassment or Discrimination Based on an East Carolina University Protected Class Against an East Carolina University SPA Staff Member

Complaints brought against East Carolina University SPA staff by East Carolina students, staff, faculty, administrators, or visitors are governed by the grievance procedures presented in the ECU Equal Employment Opportunity Plan and/or the procedures in the Notice of Nondiscrimination Policy.

Procedures for Reporting Harassment or Discrimination Based on an East Carolina Protected Class Against East Carolina University Students

Complaints brought against East Carolina University students by East Carolina University students, staff, faculty, administrators or visitors are governed by the grievance procedures available on the Dean of Students Office’s website except complaints filed by an East Carolina
University SPA employee, which are governed by the grievance procedures presented in the ECU Mediation and Grievance Procedure for SPA Employees in the University Policy Manual and/or the procedures in the Notice of Nondiscrimination Policy.

Procedures for Reporting Harassment or Discrimination Based on an East Carolina Protected Class Against an East Carolina University Faculty Member

Complaints brought against East Carolina University faculty members or administrators holding faculty status by East Carolina University students, faculty, staff, administrators or visitors ordinarily are governed by the procedures presented in the Grievance Procedures for Complaints of Unlawful or Prohibited Harassment, Discrimination or Improper Relationships Brought Against East Carolina University Faculty Members or Administrators Holding Faculty Status in the ECU Faculty Manual except complaints filed by an East Carolina University SPA employee, which are governed by the grievance procedures presented in the ECU Mediation and Grievance Procedure for SPA Employees in the University Policy Manual and/or the procedures in the Notice of Nondiscrimination Policy.

Procedures for Reporting Harassment or Discrimination Based on an ECU Protected Class Against a CSS or EPA Non-faculty Employee

Protected class complaints brought against CSS or EPA non-faculty employees should follow the OED General Grievance Procedures as outlined below except complaints filed by an East Carolina University SPA employee, which are governed by the grievance procedures presented in the ECU Mediation and Grievance Procedure for SPA Employees in the University Policy Manual and/or the procedures in the Notice of Nondiscrimination Policy.

An employee or student alleging harassment or discrimination based on a protected class prohibited in the University’s Notice of Nondiscrimination (i.e., “Prohibited Harassment or Discrimination”) should report the alleged harassment directly to East Carolina University's Associate Provost for Equity and Diversity, Title IX Coordinator and ADA/Section 504 Compliance Officer within 30 calendar days of the alleged harassing or discriminatory action.

1. Written complaints outlining the nature of the alleged harassment should be submitted via the online Grievance Reporting Form available at the following web address: http://www.ecu.edu/oed.

Grievance Reporting Forms submitted via this process are transmitted directly to the Office for Equity and Diversity to:

Ms. LaKesha Alston
Associate Provost for Equity and Diversity
East Carolina University
Suite G-406, Old Cafeteria Building
Greenville, North Carolina 27858

2. Once a written complaint is received, the Associate Provost will review the complaint. The Associate Provost will confirm receipt of the complaint and provide any
guidance regarding appropriate next steps in the review to the person who filed the complaint.

3. A determination based on the findings from the Associate Provost’s investigation of the allegations will be communicated in writing to the employee or student who filed the complaint, the individual(s) who responded to the complaint and the divisional vice chancellor within approximately sixty (60) calendar days from receipt of the written complaint.

4. If an employee or student is not satisfied with the determination based on the findings from the Associate Provost, the individual can file a formal appeal to the Chancellor. The individual has thirty (30) calendar days from the date he or she received written notification of the determination made to submit a letter or intent to appeal to:

Ms. LaKesha Alston
Associate Provost for Equity and Diversity
East Carolina University
Suite G-406 Old Cafeteria Building
Greenville, NC 27858
(252) 328-6804

The final decision will be communicated to the grievant and relevant parties within approximately thirty (30) calendar days of being referred for appeal.

5. A grievant has a right to file a complaint under Title VII with the Equal Employment Opportunity Commission (EEOC).

6. Any act by a university employee or student of retaliation, interference, restraint, penalty, discrimination, coercion, reprisal or harassment against an employee or student for using the applicable policies responsibly interferes with free expression and openness and violates University policy. Accordingly, members of the University community are prohibited from acts of reprisal and/or retaliation against those who file complaints, are involved as witnesses, or otherwise try to responsibly use University policies.

7. Information regarding the rights and responsibilities of the complainant, the respondent(s), and any witnesses is available in the Office for Equity and Diversity.

8. Additional information regarding discrimination and harassment prevention and resolution, to include helpful definitions is available by visiting: http://www.ecu.edu/oed.

9. Any individual who has a question about these procedures should contact Ms. LaKesha Alston, Associate Provost for Equity and Diversity, Title IX Coordinator and ADA/Section 504 Compliance Officer by email (oed@ecu.edu) or phone (252-328-6804).
Rights and Responsibilities of the Respondent

1. It is your right to have an opportunity to fully respond to the complaint. After an initial meeting with the investigators, you are encouraged to formalize your response in writing, addressing each concern. The investigators may set a reasonable deadline for submitting your response.

2. It is your right to have the complaint investigated and resolved. The investigators and Dean/Unit Head will make a good faith effort to resolve the complaint in a timely manner. Once a formal written complaint is received, the Associate Provost for Equity and Diversity will investigate the complaint. A determination based on the findings from the investigation of the allegations will be communicated to the employee who filed the complaint and the appropriate Division Head within approximately sixty (60) calendar days from receipt of the written complaint.

3. It is your responsibility not to take any actions against the grievant that could be considered retaliation. You should not attempt to contact the grievant in any fashion regarding allegations or grievance related matters during the course of a formal investigation.

4. It is your right to be updated as to the status of the investigation. You will be fully informed by the Associate Provost for Equity and Diversity regarding the status of the investigation. You may also check in with the Office for Equity and Diversity regarding the status of your complaint.

5. You have the responsibility of providing as much information as possible as requested by the investigators in order to provide a fair and just resolution to the complaint.

6. You have the right to confidentiality. However, individuals involved with the investigation will have access to the information you provide to the Associate Provost for Equity and Diversity regarding the complaint. Should the complaint result in a formal appeals process, the information you provide may be used in that process.

7. You have the responsibility of maintaining confidentiality. In doing so, you are protecting your own privacy as well as the privacy of the grievant, witnesses and other involved parties. You should not disclose the nature of the grievance to persons not involved. Additionally, you should not attempt to conduct your own inquiry regarding the complaint at this time. To do so would complicate and possibly contaminate the efforts of the investigators.

8. It is your right to appeal internally or grieve externally any decisions made and/or actions taken resulting from the complaint. The Associate Provost for Equity and Diversity will fully advise you regarding this.

Consultation and Assistance

The Office for Equity and Diversity’s staff members are available and sought out frequently for consultation and assistance on various aspects of the ECU Equal Employment Opportunity Plan. This assistance ranges from helping students understand the meaning of the concept "affirmative action" for a class assignment to assisting top management in
making personnel decisions. The Associate Provost for Equity and Diversity is a member of the Chancellor’s Executive Council and the Provost’s staff and meets with each group regularly.

The Office for Equity and Diversity’s staff members also serves as ex-officio members of the Chancellor’s Committee on the Status of Women, the Staff Senate Diversity Committee and the Chancellor’s Diversity Leadership Cabinet.
Reduction in Force Guidelines

East Carolina University recognizes the importance of maintaining a workforce that adequately reflects cultural diversity. Gains made in the past as a result of aggressive affirmative action strategies can be damaged beyond repair through layoffs. In order to minimize such damage, East Carolina University makes every effort, through long-range planning, to avoid layoffs. When possible, all other options are exhausted before a reduction-in-force will be implemented. Furthermore, state policy dictates that a freeze on vacant positions, limits on purchasing and travel, early retirement, voluntary layoffs, work schedule alternatives, and job sharing have failed to satisfy the need for reduction-in-force.

The policy and procedures for reductions in force specify that a report shall be written by the supervisor of the appropriate unit outlining the rationale for the layoffs, other means that have been explored to avoid layoffs, etc. The Associate Provost for Equity and Diversity reviews this report for its impact on the affected job groups before the report is submitted to the Chancellor.
Job Group Analysis

*Job Group Analysis might alternatively be titled, “What you currently have, listed by Job Group.”*

For the purposes of this Equal Employment Opportunity Plan the positions with similar wages, content, and promotional opportunity are arranged in groups. In this way, utilization can be calculated, and when underutilization is found to exist, goals can be set.

The terms “availability,” “utilization,” “underutilization,” and “problem area” appearing in this Equal Employment Opportunity Plan are terms that OFCCP regulations require the University to use. These terms have no independent, legal or factual significance whatsoever outside the context of OFCCP’s regulations. Although East Carolina University will use the terms in good faith in connection with its Equal Employment Opportunity Plan, such usage does not necessarily signify that the University agrees that these terms are properly applied to any particular factual situation.

EPA Employees

Faculty

EPA teaching faculty positions are grouped into job groups by college/school, unit, and rank. In most cases, each professional college/school has two job groups – one that includes junior faculty ranks and titles and one that includes senior faculty ranks and titles. Faculty ranks and titles in job groups for the junior level include: Instructor, Assistant Professor, Teaching Instructor, Research Assistant Professor, Clinical Assistant Professor, Visiting Assistant Professor, etc. Examples of faculty ranks and titles in job groups for the senior level include: Associate Professor, Professor, Chair, Dean, Associate Dean, Vice Dean, Director, etc. Positions filled with employees designated as senior academic or administrative officers who also have a faculty rank and an administrative role in a specific college/school are grouped with the position’s associated faculty job group.

In the Health Sciences Division, the College of Nursing and the College of Allied Health Sciences each form separate job groups, which are then further grouped by rank and title. Because of the size and diversity of the faculty within the School of Medicine, there are three separate groups for this School, which are then grouped by rank and title. The first of the three groups are faculty in the Basic Sciences (Departments of Anatomy and Cell Biology, Biochemistry and Molecular Biology, Comparative Medicine, Bioethics and Interdisciplinary Studies, Microbiology and Immunology, Pharmacology and Toxicology, Physiology, and Public Health). The
second group for the School of Medicine consists of faculty in the clinical departments, i.e., those concerned with patient care. These departments include Emergency Medicine, Family Medicine, Internal Medicine, Obstetrics and Gynecology, Pathology and Laboratory Medicine, Pediatrics, Physical Medicine and Rehabilitation, Psychiatric Medicine, and Radiation Oncology. Faculty in the clinical departments of Surgery and Cardiovascular Sciences form the third group for the School of Medicine.

Other faculty positions in the Health Sciences Division are included in the “Faculty (Health); All Other” job groups, one for junior ranks and titles and one for senior ranks and titles. The School of Dental Medicine began classes in August 2011, thus a School of Dental Medicine faculty job group will be established in future EEO Plan years, as appropriate. In addition to Dental Medicine, other examples of faculty positions in these job groups include employees in the Eastern Area Health Education Center, the Office for Prospective Health, and the Health Sciences administrative offices.

Faculty employees from the Laupus Health Sciences Library and the Joyner Academic Library are grouped together and constitute a separate job group for Library Services, also grouped by faculty rank and title.

In the Academic Affairs Division, most of the professional colleges each form individual job groups, which are then further grouped by rank and title. These professional colleges include the Colleges of Fine Arts & Communication, Business, Education, Human Ecology, Technology & Computer Science, Health & Human Performance, and Arts & Sciences.

In the College of Arts and Sciences, because of the size and diversity of the faculty, there are two separate groups, which are further grouped by rank and title. The first group includes those employees in what is termed as "Natural Sciences", including faculty in the Departments of Mathematics, Chemistry, Geological Sciences, Physics, and Biology.

The second group for the College of Arts and Sciences is composed of faculty from the remaining departments, and also grouped by rank and title. This job group is termed "Liberal Arts and Social Sciences" and includes the Departments of Economics; English; Foreign Languages and Literatures; Geography, Planning and Environment; History; Philosophy; Political Science; Psychology; Sociology and Anthropology.

Other faculty positions in the Academic Affairs Division as well as those in the Division of Research and Graduate Studies are included in a “Faculty (Academic); All Other Academic, Research and Graduate Studies” job group. Examples of faculty positions in this job group include those faculty in the Honors College, Graduate School and other Academic Affairs administrative offices.

**Executive/Administrative Employees**

As stated previously, positions filled with employees designated as senior academic or administrative officers who also have faculty rank and an administrative role in a specific college/school are grouped with the position’s associated faculty job group. All other EPA positions classified as senior academic and administrative officers form a job group,
encompassing those designated both level IA and IB. Examples of positions in these job groups include: Vice Chancellors, Associate Director of Athletics, Director of Residence Life, Chief Information Officer, University Counsel and Vice Chancellor for Legal Affairs, Director of Research Development, and Development Officer.

**Professional Employees**

EPA employees in professional positions in the Divisions of Academic and Student Affairs, Athletics, Health Sciences and Research and Graduate Studies each constitute a separate job group. Because of the small number of EPA employees in the remaining divisions, namely: University Advancement, Administration and Finance, and the Chancellor’s Division, they are combined to form one group. Examples of positions in these job groups include: Directors, Associate Directors, Program Specialists, Research Associates, Counselors, Coordinators, Coaches, Athletic Trainers, and Academic Advisors.

**SPA/CSS Employees**

Within the SPA/CSS employees, the large EEO-6 categories are maintained. However, these categories are further broken down into smaller job groups in the same general area. The organizing principle is a common denominator of practice or knowledge and market rate. The following job groups are established:

- PRO; Business, et al; LOWER MKT (01A)
- PRO; Business, et al; UPPER MKT (01B)
- PRO; Communication, Artists (02)
- PRO; Information/Education-Related (03)
- PRO; Nurses, LOWER MKT (04A)
- PRO; Nurses, UPPER MKT (04B)
- PRO; Medical/Health Other; LOWER MKT (05A)
- PRO; Medical/Health Other; UPPER MKT (05B)
- PRO; Human Services, Social Sciences (06)
- PRO; Information Technology; LOWER MKT (07A)
- PRO; Information Technology; UPPER MKT (07B)
- PRO; Scientific and Engineering (08)
- CLERICAL; Administrative Support (09A)
- CLERICAL; Supervisory/Managerial (09B)
- TECH; Business, et al (10)
- TECH; Information Technology and Tech-Related (11)
- TECH; Scientific and Engineering (12)
- TECH; Information/Education and Support Svcs. (13)
- TECH; Medical/Health; LOWER MKT (14A)
- TECH; Medical/Health; UPPER MKT (14B)
- TECH; Human Services (15)
- SKILLED; Operations and Trades (16A)
- SKILLED; Operations and Trades, Super. /Spec. (16B)
- SERVICE; Institutional Services, et al (17A)
- SERVICE; Institutional Svcs., et al; Mngrl. /Spec. (17B)
Availability Analysis

*Availability Analysis might alternatively be titled, “What you theoretically should have, listed by Job Group.”

The U.S. Department of Labor Office of Federal Contract Compliance Programs (OFCCP) revised certain regulations implementing Executive Order 11246, as amended. The final rule, effective December 13, 2000, specifically affects the analysis of availability data such that there are only two factors that must be considered in computing availability rather than the previously required eight factors. The two factors to be considered are as follows:

Factor 1 refers to the percentage of minorities or women with requisite skills in the reasonable recruitment area. The reasonable recruitment area is defined as the geographical area from which the contractor usually seeks or reasonably could seek workers to fill the positions in question.

Factor 2 refers to the percentage of minorities or women among those promotable, transferable, and trainable within the contractor’s organization. Trainable refers to those employees within the contractor’s organization who could, with appropriate training which the contractor is reasonably able to provide, become promotable or transferable during the EEO Plan year.

Consideration of Two Factors

EPA FACULTY

For the EPA faculty workforce both of the factors were taken into consideration in computing availability of women and minorities. Factor 1, availability in the reasonable recruitment area, is relevant for faculty hiring. As a standard, tenure-track faculty positions are advertised on the jobs website for Diverse Issues in Higher Education and other diversity or higher education-focused national job posting websites and are often advertised in publications such as the Chronicle for Higher Education, which have national circulation. We use the nation as our recruitment area.

Factor 2, the availability of promotable, transferable and trainable minorities or women within the organization is also relevant for faculty positions. Promotion within the University refers to promotion in the professorial ranks, i.e. from Assistant to Associate to full Professor, and depends on academic productivity. It is common for faculty to move from a junior-level faculty job group to a senior-level faculty job group for their college or school; thus, Factor 2 is relevant for the faculty job groups. Faculty are trained in a specific field, and they generally cannot be transferred to another field. Thus, it is very rare for a faculty member to be transferred to another unit within the University. Although the University has doctoral programs within the School of Medicine, the Colleges of Allied Health Sciences, Nursing, Education, Human Ecology, Health and Human Performance, Arts and Sciences, and in the Coastal Resources Management Office,
programs at this level typically will not generate a substantial applicant pool for faculty positions.

**EPA EXECUTIVE/ADMINISTRATORS AND PROFESSIONALS**

Most of these positions are filled as a result of a national search for applicants and Factor 1 is most relevant, using the nation as the recruiting area.

Factor 2 may be thought at first glance to be relevant. The majority of these positions require the graduate degree plus management skill and (in most cases) management experience. We do not operate any management training programs specifically to prepare managers for this organization.

We have analyzed movement across job groups for EPA executive/administrative and professional positions and determined that Factor 2 is not relevant. While there were occurrences of movement across job groups, there was no clearly identified line of progression; thus, it did not seem appropriate to broadly designate positions as “feeder” positions for EPA administrators and professionals. No readily identifiable “feeder” job groups are apparent; and therefore, Factor 2 is not relevant for these availability calculations.

**SPA/CSS EMPLOYEES**

As stated previously, the Department of Human Resources posts all position openings for SPA and CSS positions on the PeopleAdmin system located on the ECU Home Page. The recruitment area for most SPA and CSS positions typically ranges from local, regional to state-wide.

Factor 1 refers to the external population and labor force data for the reasonable recruitment area. Results from analyses of applications for SPA and CSS positions to determine the county of residence for each applicant have consistently shown that over half of the individuals are recruited from the Pitt County area, and the majority of the others are recruited from counties throughout the State of North Carolina. Thus, both Pitt County and the State of North Carolina are viewed as the reasonable recruitment area in the various job classification groups.

Factor 2 refers to the availability of minorities or women within the organization who could be trained, promoted, or transferred into a job group. As stated previously in the Lines of Progression analysis, feeder job groups were identified among the SPA/CSS job groups. However, there is no internal training program designed to feed employees into other job groups. Demographic data of incumbents in the feeder job groups were used in the availability calculations for this factor.
Assigning Weights to the Two Factors

The task remains to assign a relative weight to each factor within the overall calculation of availability.

In each case in which feeder groups were identified, the internal availability weight (Factor 2) was determined by analyzing promotional history relative to total entrants to the job group. The percentage weight assigned to Factor 1 was then weighted based on weights assigned to Factor 2. Weights for census areas used for SPA/CSS job groups were determined based upon the aforementioned analyses of applications. In some cases, multiple sources were used to estimate Factor 1 availability for faculty job groups. Weights for other availability sources for faculty job groups, outlined below, were determined based on the relevance of the source data to the positions in the job group (for example, doctoral data is typically more relevant in a senior-level faculty job group than a junior-level job group, since the junior-level group includes Instructors who typically have not completed a doctoral degree).

Sources of Availability Data for Two-Factor Analysis

For all SPA/CSS and EPA non-faculty employees, the census data for Factor 1 was from the 2006-2010 American Community Survey (census) data. For SPA/CSS employees, customized census areas for the local county and state were developed based upon the applicable recruitment areas determined by a representative sample of six months of applicant pool data. For EPA employees, the nation is the recruiting area; thus, the United States census area was used for these groups. For EPA faculty employees, where the data appropriately aligned with the job group, data used included: (1) the National Opinion Research Center’s “Survey of Earned Doctorates (SED)”, which includes data on all PhD’s granted from 1974 through 2009, by discipline, race/ethnicity and gender; (2) the 2012-2013 “Faculty Distribution Survey of Selected Criteria” conducted by Oklahoma State University; and (3) the 2012 “Distribution of US Medical School Faculty by Sex, Race/Hispanic Origin and Department”. Factor 2 data is based on workforce data for those job groups designated as “feeder groups”.

Utilization Analysis

*Utilization Analysis might alternatively be titled, “A comparison of what you have to what you theoretically should have.”

The workforce analysis is presented by job group in the attachments (available in the Office for Equity and Diversity). For each job group, employees are listed by job title, gender and minority status. Following these are the data for the final utilization analysis, i.e., the calculation of which job groups are underutilized using the statistical significance rule. The report depicts in which categories the University is underutilized using the appropriate formula.

The declaration of "underutilization" does not amount to an admission of impermissible conduct. It is neither a finding of discrimination nor a finding of a lack of good faith affirmative action efforts. Rather, "underutilization" is a technical targeting term used exclusively by equal employment opportunity planners who seek to apply good faith efforts to increase the percentage utilization of minorities and women in the workforce.
*About the Author:*
Definitions of “Workforce Analysis”, “Jobs Groups Analysis”, “Availability Analysis” and “Utilization Analysis” terminology were authored by Margaret Perry. Perry is a graduate of Wake Forest University’s Business School. She was a consultant with Ellen Shong & Associates for five years.

## Goals

**Job Groups with Underutilization**

The statistical significance rule is used to establish underutilization, where an appropriate statistical test is used (standard deviation or exact binomial) in relation to group size.

For SPA/CSS job groups the following areas demarcated by “Yes” are those in which we find underutilization.

<table>
<thead>
<tr>
<th>Job Group</th>
<th>Total Minority</th>
<th>Females</th>
</tr>
</thead>
<tbody>
<tr>
<td>(01A) PRO; Business, et al; LOWER MKT</td>
<td>YES</td>
<td></td>
</tr>
<tr>
<td>(01B) PRO; Business, et al; UPPER MKT</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(02) PRO; Communication, Artists</td>
<td>YES</td>
<td>YES</td>
</tr>
<tr>
<td>(03) PRO; Information/Education-Related</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(04A) PRO; Nurses, LOWER MKT</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(04B) PRO; Nurses; UPPER MKT</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(05A) PRO; Medical/Health Other; LOWER MKT</td>
<td>YES</td>
<td></td>
</tr>
<tr>
<td>(05B) PRO; Medical/Health Other; UPPER MKT</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(06) PRO; Human Services, Social Sciences</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(07A) PRO; Information Technology; LOWER MKT</td>
<td></td>
<td>YES</td>
</tr>
<tr>
<td>(07B) PRO; Information Technology; UPPER MKT</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(08) PRO; Scientific and Engineering</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(09A) CLERICAL; Administrative Support</td>
<td>YES</td>
<td></td>
</tr>
<tr>
<td>(09B) CLERICAL; Supervisory/ Managerial</td>
<td>YES</td>
<td></td>
</tr>
<tr>
<td>(10) TECH; Business, et al</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(11) TECH; Information Technology and Technology-Related</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(12) TECH; Scientific and Engineering</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(13) TECH; Information/Education and Support Services</td>
<td>YES</td>
<td></td>
</tr>
<tr>
<td>(14A) TECH; Medical/Health; LOWER MKT</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(14B) TECH; Medical Health; UPPER MKT</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(15) TECH; Human Services</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(16A) SKILLED; Operations and Trades</td>
<td>YES</td>
<td></td>
</tr>
<tr>
<td>(16B) SKILLED; Operations and Trades; Supervisors/ Specialists</td>
<td>YES</td>
<td></td>
</tr>
</tbody>
</table>
Statistically significant results are reflected in the chart above.

For the EPA job groups, those areas in which the analysis suggests that the University is underutilizing women and minorities are noted below:

<table>
<thead>
<tr>
<th>Job Group</th>
<th>Total Minority</th>
<th>Females</th>
</tr>
</thead>
<tbody>
<tr>
<td>(29A) FAC (Health); Nursing, JUNIOR</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(29B) FAC (Health); Nursing, SENIOR</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(30A) FAC (Health); Allied Health, JUNIOR</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(30B) FAC (Health); Allied Health, SENIOR</td>
<td>YES</td>
<td></td>
</tr>
<tr>
<td>(31A) FAC (Health); School of Med- Basic, JUNIOR</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(31B) FAC (Health); School of Med-Basic, SENIOR</td>
<td></td>
<td>YES</td>
</tr>
<tr>
<td>(32A) FAC (Health); School of Med-Clinical: Other, JUNIOR</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(32B) FAC (Health); School of Med-Clinical: Other, SENIOR</td>
<td>YES</td>
<td></td>
</tr>
<tr>
<td>(32C) FAC (Health); School of Med-Clinical: Cardio/Surgery, JUNIOR</td>
<td></td>
<td>YES</td>
</tr>
<tr>
<td>(32D) FAC (Health); School of Med-Clinical: Cardio/Surgery, SENIOR</td>
<td>YES</td>
<td>YES</td>
</tr>
<tr>
<td>(33A) FAC (Health); All Other, JUNIOR</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(33B) FAC (Health); All Other, SENIOR</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(34A) FAC (Academic); Fine Arts and Communication, JUNIOR</td>
<td>YES</td>
<td></td>
</tr>
<tr>
<td>(34B) FAC (Academic); Fine Arts and Communication, SENIOR</td>
<td>YES</td>
<td></td>
</tr>
<tr>
<td>(35A) FAC (Academic); Business, JUNIOR</td>
<td>YES</td>
<td></td>
</tr>
<tr>
<td>(35B) FAC (Academic); Business, SENIOR</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(36A) FAC (Academic); Human Ecology, JUNIOR</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(36B) FAC (Academic); Human Ecology, SENIOR</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(37A) FAC (Academic); Education, JUNIOR</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(37B) FAC (Academic); Education, SENIOR</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(38A) FAC (Academic); Tech and Comp Science, JUNIOR</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(38B) FAC (Academic); Tech and Comp Science, SENIOR</td>
<td>YES</td>
<td></td>
</tr>
<tr>
<td>(39A) FAC (Academic); Arts and Sciences - Natural, JUNIOR</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(39B) FAC (Academic); Arts and Sciences - Natural, SENIOR</td>
<td>YES</td>
<td></td>
</tr>
<tr>
<td>(40A) FAC (Academic); Arts and Sciences - Lib Arts/Soc, JUNIOR</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
The University finds itself to be underutilized in these areas and will adopt an annual percentage goal corresponding to availability in each case.

The purpose of the University’s establishment and use of goals is to ensure that it meets its affirmative action obligation. The University will use goals as indicators of the mark that the particular area should move toward to increase utilization.

**Identification and Correction of Problem Areas**

The University has maintained a strong affirmative action program for many years and seeks to identify and correct problem areas.

Facilities and University-sponsored social events are fully integrated. Seniority provisions are not in effect, nor are union contracts or apprenticeship programs. Training programs are administered in a manner that does not discriminate on the basis of race/ethnicity, sex, or other EEO-related factors. An EEO poster audit is conducted annually.

The University uses a candidate profile questionnaire as part of an automated applicant system for EPA faculty and administrators. The form used by applicants for SPA/CSS positions is also automated. EEO data information is requested within the candidate profile electronic questionnaire. Candidates provide EEO data information voluntarily within a secure system.

The University does not utilize a formal scored selection procedure for application selection. Record-keeping and application retention is mandated by the Record Retention Schedule established under NC Statute and monitored by the University Archivist.
Housing is available for minorities in this geographic area. Accessible housing is also available for individuals with disabilities. Transportation is facilitated by a city bus system which serves both the east and west campuses of the University.

In order to further grow efforts in recruiting veterans and individuals with disabilities, this office will continue to work collaboratively with Human Resources to explore other recruitment sources for these population groups.

Analysis reveals that the University continues to have underrepresentation of both women and minorities in some academic areas and some SPA/CSS job classification categories. This continues despite the action-oriented strategies of preceding years.

One challenge which the university faces is in the generation of an adequate applicant pool of minorities and women for faculty positions. Since this has been a problem in preceding years as well, several actions have been initiated. Specifically, the following activities have been undertaken as enhancements to better position our institution towards its goal to attract more diverse candidates.

Diversifying the faculty at ECU presents the most significant opportunity to experience appreciable gains relative to institutional affirmative action and diversity goals. The Chancellor and Provost have underscored the University’s commitment; and the Office for Equity and Diversity has empowered hiring officials, search committees and personnel committees with utilization data, search and compliance education, diversity outreach strategies and other resources to better position the University toward goal attainment. Specific examples are as follows:

Search Committee/Personnel Committee Training

- Online EPA search committee training
- Search education/training materials to reflect the need for compliant searches that emphasize attracting diverse populations

Direct Consultation with Deans, Department Chairs, Hiring Officials

- Review annual faculty hiring patterns
- Provide consultation and strategy development services to Deans, Chairs, hiring authorities and search committees regarding diversity outreach strategies

Equity Recruitment Outreach Resources

- Provide recruitment diversity outreach assistance to search committees via online open enrollment session, direct search committee consultation (particularly in significantly challenged areas, for senior level administrator positions and in cases in which a search firm is being used) and resources on the OED website
- Grant special permission to hire more than one candidate from an applicant pool when doing so will promote the attainment of Affirmative Action goals
- Provide at least two ¾ page institutional ads annually in Diverse Issues in Higher Education’s Recruitment and Diversity edition at no cost to departments or search committees
- Sponsor unlimited online job postings with Diverse Issues in Higher Education
In addition to the above strategies, the Office for Equity and Diversity has begun providing enhanced, targeted recruitment plan recommendations to units, as indicated and appropriate by review of proposed recruitment plans.

Within the Division of Academic Affairs, the Provost and Associate Provost for Equity and Diversity each articulate and support the educational rationale for diversity in personnel/search/recruitment/outreach related presentations. The message about diversity as a core principle and the importance of increasing the presence of gender and racial/ethnic populations within the faculty is consistent and pervasive.

The Office of the Provost has made efforts to more strategically educate and align deans, academic department staff, department chairs and search and personnel committees regarding personnel practices, policies, regulations and procedures within the division. In October 2006, the Office of the Provost and Academic Affairs division led a multi-divisional faculty personnel procedural training retreat. This effort not only more strategically aligned the Academic Affairs division for more informed and compliant faculty personnel operations, but also positively impacted the Division of Health Sciences and the Division of Research and Graduate Studies. As a part of this multi-divisional effort coordinated by Academic Affairs, the Equity Office (now the Office for Equity and Diversity) offered guidance and information regarding faculty searches and diversity outreach.

In October 2007, the Offices of Equal Opportunity and Equity and Institutional Diversity (now the consolidated Office for Equity and Diversity) co-sponsored noted diversity researcher, Dr. Daryl A. Smith, author of *Making a Difference with Diversity*. Smith addressed the Chancellor’s Cabinet, the Faculty Senate Officers and other faculty on the topic of effective strategies to diversify the faculty. This program built on the progress of the previous year’s efforts and more directly engaged faculty personnel and search committees, as well as other faculty, involved in the search process.

The Office for Equity and Diversity has also provided professional development seminars including but not limited to a November 2010 seminar focused on “Recruiting and Retaining a Diverse Workforce at ECU” and a November 2011 seminar focused on “Improving Institutional Climate”, which included a session on “Removing the Barriers to Faculty Diversity”.

In 2013, the Office for Equity and Diversity sponsored an OFCCP compliance Equity Briefing with presentations by Ms. Marilynn Schulyer, affirmative action expert, to University administrators, Human Resources staff and other division and department personnel representatives regarding OFCCP compliance, including affirmative action. This effort directly supported the University’s efforts around OFCCP compliance and more informed and compliant recruitment and selection processes.

The Office for Equity and Diversity leads a monthly collaborative group of Human Resources and divisional personnel representatives engaged in EPA employee personnel matters. The group’s collaborative effort is designed to best ensure compliance with EPA employment-related personnel practices, procedures, and policies.

Additionally, the Office for Equity and Diversity presents annually during the Center for Faculty Excellence’s “Faculty Searches, Selection and Hiring” seminar for academic unit chairs and departmental directors. This seminar is designed to inform participants about search procedures, hiring policies and practical diversity outreach strategies.
To compete for diverse candidates, search committees must do more than simply issue a job announcement and wait for vitas to appear. Committees must develop a comprehensive recruitment/outreach plan to include multiple recruitment strategies concurrently to significantly increase the diversity in the applicant pool. Search committees are encouraged by the Office for Equity and Diversity staff to become actively involved in the process, directly notifying prospective applicants about the position posting, talking to academic administrators and colleagues at other institutions who themselves may be interested or may know of eligible underrepresented candidates. It is also important to seek guidance from underrepresented faculty currently employed within the department, college or the University for insight regarding attracting other underrepresented groups.

Dr. Caroline Turner’s book, *Diversifying the Faculty*, outlines nationally published strategies and best practices for outreach and increasing diversity faculty recruitment. As an ongoing process, in meetings with Deans and divisional hiring authorities, we must determine, in addition to the recruitment strategies currently being employed, what aspects of the nationally published and promoted outreach strategies we believe should be incorporated into targeted departmental/college/division recruitment/outreach plans. We must also be informed and flexible enough to know that not every strategy works for every institution or every division/department. Effective recruitment is often the result of a highly collaborative, active process in which search committees are well informed of the Affirmative Action goals for their specific areas and design every aspect of the search toward the end of increasing diversity. The Office for Equity and Diversity works closely with academic Deans, department heads, as well as personnel and search committees to collaboratively determine the best strategies for each specific college and department. For more diversity sensitive best practices, individuals are encouraged to consult the Office for Equity and Diversity website at [www.ecu.edu/oed](http://www.ecu.edu/oed).